



Phone: 781-871-1874  
Fax: 781-871-0386

## TOWN OF ROCKLAND

Board of Selectmen  
Town Hall  
242 Union Street  
Rockland, Massachusetts

*Chairman:*  
Louis U. Valanzola  
*Vice-Chairman:*  
Lawrence J. Chaffee  
*Selectmen:*  
Mary A. Parsons  
Keven D. Pratt  
Kelli A. O'Brien-McKinnon

*Town Administrator:*  
Bradley A. Plante

**MINUTES OF THE BOARD OF SELECTMEN'S OPEN SESSION held on Monday,  
March 13, 2006 at 7:00 PM in the H. Bernard Monahan Memorial Room, Town Hall,  
242 Union Street Rockland, Massachusetts 02370**

**ATTENDANCE: Louis U. Valanzola, Lawrence J. Chaffee, Mary A. Parsons, Keven D. Pratt  
and Kelli A. O'Brien-McKinnon**

Mr. Valanzola – We are here tonight to interview the three candidates for the next Police Chief in the Town of Rockland. Before we begin, this is an interview between the BOS and each candidate. Each member of the BOS will be allowed to ask questions of the candidates and the candidates will follow with their answers. Each candidate can make an opening and closing statement if they wish. I will also allow each Selectman to make a closing statement if they wish. There will be no participation from the audience and as such I will not tolerate any interruptions during the course of these interviews. We have a lot to accomplish tonight and anyone who doesn't respect this will be asked to leave. Thank you and good luck.

Mr. Valanzola called Officer Jackson – (Officer Jackson did not have an opening statement and preferred to go right to the questions.) Mrs. O'Brien-McKinnon – I would like to thank you for answering all the questions. I know it was difficult for all three candidates. It was a lot of work and you did a great job. I have some questions in regard to your budget experience. I know you said you do not have a lot of that and how would you go about trying to train yourself with that? Officer Jackson – I view budgeting in this position as a learning experience almost anyone who comes into this type of position has very little experience in budgeting. Obviously I'd like to put myself through some type of schooling to learn the budget. I definitely want to work forward with the BOS who has a lot of experience with this type of budget and the administrators that have been down the police station for a number of years. I'm looking forward to working along side of them and learning as much as I can. I enjoy the challenge and I look forward to the opportunity. I've had the experience working with the Honor Guard and building up the memorial and I've had some experience doing budgeting with that. Mrs. O'Brien-McKinnon – Do you think it will be difficult for you when you have to make a decision as opposed to programs training (which I know is important to you) vs. cutting personnel. How do you think you would deal with that? Officer Jackson – I think I'd try to delve as much as I could into the budget to see what cuts I could make or where I could make them from. Obviously, if it comes down to if you have to cut manpower to save other programs then that is what has to be done. I think everyone down at the station understands that. That is not something that we look forward to doing or even like talking about. As I said in the other interview, training is important to me. Mrs. O'Brien-McKinnon – What do you see as the most crucial issues facing the Town of Rockland vs. the relationship with the Police Department and how would you resolve some of those issues? Officer Jackson – I don't see any issues that are separating the Town of Rockland and the Police Department. I know there are issues as far as Town wide as far as the budget goes and a lot of that

has to do with insurance coverage and the amount of cost that has. I would like to bring the department in the direction that Chief Donovan has established as a baseline and try to bring in programs that will bring in the school children together with the Police Department. Bring in the senior citizens; involve the other departments in the Town. I'd like to see us do a monthly or bi-monthly meeting and we can discuss issues such as elderly abuse, infant car seats and get the Town involved with the Police Department. Maybe do a type of open house situations, meet & greet the Police Department and I think I would like to bring the department close to the Town that way. Mrs. O'Brien-McKinnon – Going along almost in the same reference I know you've emphasized a lot of training, with the budget constraints that you have how would you prioritize training in your department. Where do you see specific area where you feel training is more appropriate and in that light how would that benefit with the Town as a whole with police service. Officer Jackson – The important are obviously essentials...we need the officers training in the medical field because we respond to an awful lot of fire situations where the ambulance has responded. We also need to continue their training in their firearms because that can become a liability should there become a shooting situation. My feeling is that I would like to have officers trained in trainer programs that we could keep a lot of the training in-house. That would save us a lot of money if we could do training in the field while the officers are working. I'd like to take a handful of officers in each field and have them trained in each category and save money that way. Mrs. O'Brien-McKinnon – Have you ever had any expertise in grant writing or have you done any grant writing for the department? Officer Jackson – Grant writing I have not been involved with. Mrs. O'Brien-McKinnon – What do you think is your strongest attribute for becoming the Police Chief and what would you think would be a place that you need to improve on? Officer Jackson – I feel that I'm the type of person that gets along well with just about everybody. I have the ability to reach out (as I've done in the past) to federal, state and local agencies and have the ability to sit and meet with them in round table type discussions. In general I feel I have the ability (I was taught at a young age from my Dad) to understand people and reach people at their level. Mrs. O'Brien-McKinnon – What do think you see as (I don't want to say a weakness) but where do you think you may need to work ... what piece of yourself would you like to see yourself work on? Officer Jackson – Again, this is going to be on the learning curve. This is new to me...public speaking and I know that comes with the Police Chief's job. But without the opportunity to do it, it's going to be difficult at first but as I go along obviously it's going to get better and I'll become more comfortable with it. Mrs. O'Brien-McKinnon – Do you feel you delegate responsibility well? Officer Jackson – Absolutely, my feeling if you don't mind is that I try to train all the men and women under my command to have the ability to make decisions at least at my level or better in the eventuality that situation comes up. I try to teach them to make ethical and legal decisions at least at that level and I feel it's my job as supervisor to train them and give them that opportunity. Mrs. O'Brien-McKinnon – Do you feel it would be difficult for you after working so long on the force to become the boss of all those who you worked side-by-side with and do you think it will be a difficult transition for you? Officer Jackson – I don't see that it would be a problem at all. Everyone down there understands my theory of management and my style of working. They understand where I'm coming from and if there is a need for reprimand or anything of that nature then there is a need for it. I'm not someone who will fly off at the handle. I work very well with the men but they understand that I can also supervise them as well as lead them in a situation. Mrs. O'Brien-McKinnon – You don't feel you'll be uncomfortable in contract negotiations, because now you will be on the other side? Officer Jackson – Yes. Mr. Pratt – Thank you Officer Jackson for coming. I've looked over your resume and seen your interview and I want to tell you that you have done an excellent job. Officer Jackson – Thank you. Mr. Pratt – I have seven questions for you and don't worry public speaking is new to a lot of us up here. What training and education do you have that has prepared you for the position of Chief of Police? Officer Jackson – If you don't mind I'll go through my resume a little bit and answer those questions. I was appointed in 1980 as a permanent police officer and from that point on I strived to learn. I have a quest for knowledge and I continue to this day. I attended the Municipal Police

Office Academy in Plymouth in 1986 when I was appointed full-time and I graduated there #1 academically. I began to start studying for a promotion within the department because I always wanted to have the opportunity to be here like I am tonight for this opportunity here. Four years into my full-time career I was appointed as a sergeant and I've taken three of the lieutenant's exams and I currently sit on top of the active list, the senior sergeant in the department. At the age of 34 I put myself back into college. I attended Massasoit Community College and graduated in the top 2% of Massasoit with an associates degree in criminal justice and that was out of 800 students in two campus's 3.925 grade point average. I continued on to Curry College and graduated with a bachelor's degree in sociology criminal justice and I graduated there #1 out of the whole campus. I received the honored graduate award and was inducted into the Alexander Graham Bell National Honor Society and graduated with a 3.975 grade point average. I've attended two, two week seminars at the National Center for Death Education at Mount Ida College where I studied death, dying and grieving. I've been trained in advanced peer counseling, stress management and I've worked along side the Plymouth County Critical Incident Stress Team. I worked with Mass Cops concerned with police survivors as the volunteer coordinator for the New England States. I have attended numerous professional seminars throughout the Commonwealth and to this day I try to continue to strive to learn more knowledge from wherever I can.

Mr. Pratt – You have already explained your budget experience and experience with the unions. What do you believe to be the most important qualities of the Chief of Police? Officer Jackson – I think this goes along with what Kelli said, the ability to reach out to people and to communicate with people and get along on a level playing field. I think that is a very important quality that the Chief has to have along with the ability to supervise and delegate his authority because as the Chief he can't be doing all of the functions, he needs to have other people do that. So communication and ability to communicate on a level field is an important aspect of that job.

Mr. Pratt – Please describe your training and experience as it relates to managing a major crisis/disaster in the Town of Rockland. Officer Jackson – Every officer in the department has been receiving training for that type of situation... a critical incident type thing. I attended a two week seminar a couple of years ago over in Norwell and we were trained on the simulated city how to respond to a major crisis situation. In the academy all of us have received twelve hours of critical incident command again and we continue to do that in the academy.

Mr. Pratt – Please describe your training and experience as it relates to managing employees. Officer Jackson – As it stands as I sit here today, I have 16 years experience as a supervisor this department. I have managed and supervised many men and woman under my command over that course of years. I've been involved with the honor guard commanding officer for the 18 years that it's been around. I was one of the founding members. So I think I've proven my ability to supervise, not just supervise but lead all of the men with over 16 year with my career.

Mr. Pratt – What if anything would you change right now if you were appointed Police Chief tomorrow, what would you change from what the department runs today? Is there anything in there that you would change immediately? Officer Jackson – Everybody sitting in here tonight probably has some ideas on what they would like to change in the Police Department. My changes would build upon each other. But the biggest thing we have to understand is change for the sake of change is not good. Just because I take over as the Chief of Police doesn't mean things have to change. I'd need to build upon what Chief Donovan has set in place as a base and move from there. Beginning with working with the Board of Selectmen and see what your ideas are and where you want the Police Department to be. I'd need to meet with my administrators and discuss that with them; all the way down through the line officers and have a round table discussion and see where they feel everything is. I'd like to meet with my supervisors and see if they feel there is a divide between the administration and the line officers. I'd need to glean knowledge through appointing somebody to find out ... to do an investigation of what we have at the station, what works and what doesn't work and what we don't need and what needs to be replaced. Then bring all that together. Once we have a good package put together on what we need, then and only then would I implement something if I feel that it is needed, not just for the sake of change.

Mrs. Parsons – One of the questions has been previously asked,

what have you done to prepare yourself to become Chief of Police for the Town of Rockland. What exams have you taken to further your career in terms of the Police Department. Officer Jackson – As soon as I started my career full-time here I began studying and took my first Sergeant's test, passed my first Sergeant's test and was appointed four short years into my career. We have run three Lieutenant's tests down there at the Police Station and I have taken all three and I've passed all three. As I said, I'm currently sitting on top of the Lieutenant's list for the Police Department and I continue to study for the next exam. Mrs. Parsons – Have you ever taken the Police Chief's exam on your own? Officer Jackson – No. Mrs. Parsons – What do you think the role of the Police Department is in the community? Officer Jackson – The Police Department is a wide base of things ... involvements in the community. Number one...everyone is going to say is law enforcement. But we are also liaisons with a lot of different departments and we work with the School Department with the drug enforcement programs, we work with the Board of Selectmen, we work with the Highway Department so I see us being a major liaison with Town and all of the Town boards. I see us reaching out to the school children. What we need to establish with the school children is that we are friendly and help them out and that is one of our roles...helping people. Not necessarily just law enforcement, it's to help anyone who needs help. Mrs. Parsons – What principles do you feel a Police Officer should possess, example: honesty, integrity, common sense, loyalty. Officer Jackson – All of the above. My Dad taught me a long time ago that the number one thing is that you have to treat people the way you want to be treated and as a police officer I think that is a very important quality to treat people with respect. Just because people make a mistake it doesn't make them a bad person. He always taught me the integrity and pride and the ethics to go along with being a police officer and I strive to be that way myself. Mrs. Parsons – I notice that in your interview with the Chief's that you had mentioned ethics and you had mentioned an example of a police officer getting a cup of coffee and not for free. Officer Jackson – Right. Mrs. Parsons – That's to be commended. Officer Jackson – That's something that my Dad taught be a long time ago...if they won't take the money, leave it for a tip because that's not their choice to make, it's their bosses. I'm not going to be owned to anyone for anything. Mrs. Parsons – Which is first? Loyalty to one's fellow police officer or honesty? Say you know of a fellow police officer lying on a report...what would you do? Officer Jackson – Correct them. My job as a supervisor is to correct them and not allow that error to go through. Mrs. Parsons – What policies that were suggested by you were implemented at the Rockland Police Department? Officer Jackson – I authored a lot of policies down at the police station including criminal justice information systems policy and procedures, the enhanced 911 policies and procedures, the sex offender registry information systems, the original mobile data communication systems. I originally pinned the Rockland Police Honor Guard policies and procedures and my most recent one is the Rockland Police funeral assistance policies and procedures which is about a 40 page long program. Mrs. Parsons – Can you describe the basic duties of the Police Chief. Officer Jackson – That's difficult because those are far reaching beyond what even I can fathom. I know his major job is to insure the efficient operation of the Police Department but he is also a liaison between the Police Department. He needs to show and be a good (I have to think of the correct word) showplace for the Town. He needs to be able to communicate outside the Town out to other departments whether it be State or local or Federal Police Departments. Mrs. Parsons – Would figurehead be a better word? Officer Jackson – That's the word, thank you. Mrs. Parsons – I talked to other Police Chiefs and they were very very good and they rattled off a list of what they thought a Police Chief should be. I think that they should be a leader and a manager and there is a difference between the two. Could you describe the difference between a leader and a manager? Officer Jackson – A leader shows his men how to do what he wants them to do; a manager tells them. I don't tell my men what to do. I don't expect them to do anything that I wouldn't do. Mrs. Parsons – There are areas of the police that are important, how would you rate these...women, children and seniors and would you rate them? Officer Jackson – As far as their importance in order? Mrs. Parsons – yes. Officer Jackson – No, they are all equal in any situation responding to a situation like that. Mrs. Parsons – One of

the Chief's told me you wouldn't want to rate them as far as one, two and three. All are equally important, domestic violence is usually important, children are the future, and seniors are a significant issue for law enforcement seniors have different issues and are susceptible to unique crimes. Mrs. Parsons – On the subject of ethics, and it was in the interview done by the Chief's. It was basically about dishonesty and lying on a court report and stealing from a car that was being towed. How would you handle that situation with one of your employees? Officer Jackson – Which one? Mrs. Parsons – Lying on the court report. Officer Jackson – Lying on the court report is something that needs to be handled in-house obviously it's an ethical integrity situation. His integrity is obviously going to be burned in court. But I don't see that this requires a dismissal. Some type of reprimand investigation...absolutely, no question about it. On the other hand, the man that steals right out from the public is nothing more than a thief and deserves to lose the job. We don't need a person like that on the road. Mrs. Parsons – Wouldn't you feel that lying is just as bad? It's kind of ruins your credibility. Officer Jackson – Yes, but I think that is something that can be dealt with in-house through progressive discipline versus someone who set out purposely to target one person. The difference I see is that you are purposely setting out to target somebody. The other part we can deal with through the ethics and the reprimand through the department. Mr. Valanzola – Thank you for coming, you're doing great. Kind of continuing on the same question that Mrs. Parsons asked you with regard to the property being taken from a vehicle that was being towed vs. an officer coming back and misrepresenting his court slip. You said you'd handle that differently. If the officer put in for six hours instead of the four which is the minimum (right?) Officer Jackson – right. Mr. Valanzola – He'd be getting paid for an extra two hours that he shouldn't be getting. Isn't that basically the same as him taking property out of the car ... the value may be the same. Isn't that still stealing, whether it's from the Town or the taxpayers or somebody's vehicle? Officer Jackson – I think stealing is stealing but I think the intent was different. Yes, he's still going to have an integrity issue but I think in-house that can be dealt with obviously, he's not going to be paid for the money. He's going to be looking at time off. But I think it's a different issue all together. Where there is an ethical violation such as specifically stealing from a member of the public that can be handled differently than that situation within the Police Department. Mr. Valanzola – Thanks, let's continue on in that same vein. Do you think police officers should be held to a higher standard then the general public? Officer Jackson – I think a police officer needs to be ethical, have integrity and morals. Whether he is in civilian life or whether he is working. No matter who is watching or when they are watching or if they are watching at all. I think there is a higher standard because we're expected to understand that but, yes; at both times we need to be held a little higher. Mr. Valanzola – Now you mentioned several times in the interview with the Chief's you did stress honesty, integrity and in particular several times ethics. Do you feel that there is an issue with the department now and if there is how would you correct it? Officer Jackson – No, I don't feel ...let me rephrase that....my reason for bring that up is that is the way I was taught as a police officer at a young age from my Dad. My Dad taught me the little thing about the cup of coffee. He taught be about going to work and enjoying my job. When he was a police officer he was a P.I.G. (Pride, Integrity & Guts) and that is that he taught me as a police officer. It has nothing to do with anything that may or may not be going on at the Police Department. If there is, that beyond my realm of discussion because I think there is a proper place and a proper forum for that and my discussion for that is forum because I think that would be an ethical violation in of itself. Mr. Valanzola – In going back to the budget, you did acknowledge that this is one of your weakest areas. As you know, the Town every year we seem to go through the same issues and you kind of touched upon it earlier. How will you be able to work with the boards seeing as some of the past issues (not mention any names) what do you think you would do differently. Officer Jackson – I don't know if it's a matter of doing things differently or straightening anything out. I think Chief Donovan has led this department in a great progressive manner. So nothing aside from that, I think what we need to do in this day and age where the funding is going to other places such as to fund insurance and now the fuel costs and a number of other things. We need to look for more progressive

areas where we can reach money from whether that be through grant writing or something we can apply to our budget that may free up some money from the coffers of the Town. We need to be aggressive in that search trying to find out if we can get money for training, fleet cruisers, or things along that line. That's where we need to be more aggressive and try to gleam money for the budget. Mr. Valanzola – As you probably know, I'm been a big fan of zero based budgeting and nobody seems to support that. Would you be willing to give that a shot if you were appointed as the next Chief? Officer Jackson – At this time, I have very little experience. I'd be willing to try anything. Mr. Valanzola – That's good. What do you see as the biggest challenges for the Rockland Police Department in the future? Officer Jackson – There are a number of issues that are going to be with us for a long time and one of them is the growing drug problem. I'm not saying that we have a growing drug problem in Rockland but in general we are seeing a lot of the prescription medications that are being used by the youth. We are seeing the illicit drugs that are being used by the adults and they both seem to stem from the same spot...if the drugs become too expensive then they wind up using the heroin and the cocaine's so we need to work on the drug issue in the school systems. Officer Jackson – Could you rephrase the question. Mr. Valanzola – What do you see as some of the biggest challenges in the near future? Officer Jackson – As I said obviously the budget is a big challenge. Coming into a first time budget obviously I would have to reach out to the board and to area departments that have done well. There are local departments that have brought in truck enforcement teams funding and they have brought in tactical teams and things along that line. So we need to work with those issues...the budget, the drug problems, domestic violence is a big issue lately, senior domestic violence (elderly abuse). I think all of those in general are basic issues that a police department has to deal with. Mr. Valanzola – I have two more. What changes have you seen in the Rockland Police Department from the time you were hired as an officer up until now? Officer Jackson – The Town has changed tremendously in the scope of the way it used to be. I grew up with my Dad being on and just in general living in Town through the dark days I like to call them back to the late 60's and early 70's and there but for the grace of God the guys before me took care of that problem. We've changed into I won't say a bedroom community but we are certainly one of the nicer communities around as evidenced by real estate values in this Town. I'm sorry, I've lost my focus. Mr. Valanzola – That's fair enough you kind of answered it. I have one more. What is the toughest thing that you've had to do as a member of the police department? Officer Jackson – I think the situation I brought up during the Chief's interviews. We had an off duty Federal Officer come into our station and flashed his badge trying to pry some information us and I didn't like that. I took that as an improper use of public trust. He's afforded his credentials for a job, not to come in for personal reasons to try to get information from a case that we are involved with. I took it to heart and forwarded a report on it and as far as I know, we still looking to contact his police department. Because if somebody like that is going to blister, he's going to grow. He's only got a few years on the job and he needs to be dealt with and either straightened out or dismissed because we don't need people like that in our profession whether it be local or federal. Mr. Valanzola – Thank you, that's all I have. Mr. Chaffee – Welcome, thank you for coming. You had a very good resume and your responses on the DVD were very interesting you put in a lot of thought. Why do you want to be Chief of the Rockland Police Department and leave the security of your position right now as Sergeant? Officer Jackson – This is going to be a long one if you don't mind. Mr. Chaffee – That's perfectly fine. Officer Jackson – I grew up just about all my life in Rockland. I attended the Rockland schools, I graduated from Rockland as well as my wife and children did and hopefully my new grandson. I watched by Dad through the darker times as a police officer and he taught me the basics of being a police officer and what goes with that. I always wanted to be a police officer and follow in his footsteps. I started to realize that dream in October of 1980 when they first appointed me. From that point on I felt a twinge, I needed knowledge, I wanted to move on within the department. It's always been my dream to one day be sitting right in front of where I am right now with you people for this position. But actually, the dream goes further, walking out that door being told that I am the next Chief of Police. It started from a young age and has progressed up through

the time I have worked here. I've taken every promotional exam that I can so that I can move on within the ranks. As I said I'm sitting on top of the promotional list for a Lieutenant's position. I can think of nothing else that I want to do than be Chief of Police in this department. I've got a number of years to go, I've got 25 years that I'm finishing up right now for this department and I'm looking for a lot longer to keep going. The safety of being in the union on the streets I'm not concerned with. I'm concerned with what my desire has always been. As to be #1 a police officer, #2 advancement through the ranks and #3 walking out that door as your next Chief of Police. I'm here to convince you that I'm your next choice for that. Mr. Chaffee – As I've been a selectman for a long time, I've seen two types of police departments. I've seen reactive departments and progressive proactive departments and I think the Rockland department is a proactive department to react as a secondary feature but normally you pro act to make sure the problems don't happen that things don't occur in the Town and so forth through training or whatever. What will you do as the next Chief of Police to make sure that Rockland stays a proactive police department? Officer Jackson – My big thing from this whole start has been training. A knowledgeable police officer is what we need on the street. The more officers that I can have trained in different fields that can go out and be proactive whether it be drug enforcement, commercial traffic enforcement, if we have a tactical team that type of things that's what I'm looking for. Mr. Chaffee – The Police Chief from Mattapoisett asked a very long question which all three of you had trouble with. I apologize this is going to be a little long but it's not going to be as bad as that. When I look for a Police Chief for the Rockland Police Department I'm looking for five things; I'm looking for an individual that has the respect of their men; the respect of the community; has budgeting experience; negotiating experience and can deal with the public. You as a Sergeant obviously do not have to deal with the public in the crucial issues that will come up and the controversial issues in the newspaper but hearing those five things, what can you tell me that will convince me that you are the best choice for Chief of Police? Officer Jackson – I may not have expert experience in all of them but I do have experience in all of those things. I get along very well with my men. I supervise and I lead my men. I've had experience with budgets as I said I put together a budget to build a \$70,000 memorial in front of that police station at a zero cost to this Town and brought it in under funded. I communicate well with the public and I get along with everyone that I try to. I feel that I have the respect of the men that I work with. I know I have respect of a lot of the members of this public, the citizens of Rockland. I meet with the senior citizens. As an example of the children of this Town which are a big part of our citizens too, when I was working on the memorial I had a nine year old girl come up to me and brought me a can full of coins that she walked around her neighborhood and raised money for the memorial. So I feel that I bring the community together too with my abilities. I think that I have a part of all of those that you are looking for. Mr. Chaffee – Getting back to one of the questions that was asked of you and I promise I won't badger you the way that you were badgered. The Town Administrator calls you on Friday morning and tells you that you have 24 hours to come up with (or Thursday morning) a \$50,000 budget cut in your department...where would you go for that budget cut and how would you do it...and I will not keep narrowing the hole down to the final thing. Just tell me how you would go about making that cut because a \$50,000 cut in any budget whether it be the police, the schools, the fire it's a crucial cut. Officer Jackson – Without having a budget in front of me to see what is allocated in each line item it would be very difficult for me to say I'm just going to whip \$25,000 out of here and \$10,000 out of there. I would definitely want to take the time and sit with the board and some of my administrators and go over that and see what we have which I think is available and what you think is available. To come up here and say I'm going to whip \$25,000 of here and \$15,000 out of there is just not practical. There is no way that I can be sitting here at this table without a budget sitting in front of me so that I can go through that line item ... line by line or whatever way you want to do it, zero based or whatever and pick out what I think is absolutely necessary and what I think we can glean from that to get rid of for another day. Mr. Chaffee – It was interesting to watch them try to narrow you down ... they were trying to get you to say it and you didn't say it. The last thing I will ask you is that you are young.

We were very fortunate that our last police chief was young when we appointed him and he stayed here for 17 years. Where do you see yourself if we appoint you Police Chief tonight for the next 5, 10, 15 years, how much of a commitment are you ready to make to the Town of Rockland and the Rockland Police Department? Officer Jackson – I’ve always wanted to be a police officer only here...this is the only place I’ve tried to be and I’ve committed myself 25 years now and if need be I’ll commit myself to the end of my career another 25 years. I’m here as long as it takes me, until I feel that I’m uncomfortable in my job. When I feel, when it gets to the point that I’ve had enough...then I’ll leave. But I’ll guarantee you that is not any less than 10 years from now. Mr. Valanzola – Would you like to make a closing statement? Officer Jackson – Like I said, I’ve been a citizen of Rockland for a number of years since I was a little boy and I respect this community. I’m doing what I’ve always wanted to do to a point. I’m looking for advancement, I always have. Someday I’m looking to walk out that door as the next Chief of Police. Part of my reason for wanting to do that is I’ve been given a tremendous opportunity to do what I want to do, where I want to do it, how I want to do it and that’s working in this Town for these citizens and for this Town. At this point I want to give back to the community and I can think of no way better to give back to the community than to rededicate my oath of office, my oath of ethics as a Chief of Police in the Town of Rockland. BOS – Thanked Officer Jackson for an excellent job.

Mr. Valanzola – We will be continuing on with the search for the next Police Chief and the next candidate is Barry Ashton. We offered if anyone wanted to make an opening statement or if you wanted to go right into the questions...that is up to you. Officer Ashton – I would prefer not to make an opening statement, let’s get right to it. Mr. Valanzola – That’s good, we’ll start with Mr. Chaffee. Mr. Chaffee – Only because I’m first would you like to give a brief description of your background? Officer Ashton – My name is Lieutenant Barry Ashton of the Rockland Police Department. I first became involved with the Rockland Police Department in 1972. From 1972-1977 I was a special police officer for the Town of Rockland. In 1979 I was appointed as a permanent intermittent police officer and I was working a full-time shift because they couldn’t get a civil service list. In 1979 I became a full-time officer and I also went to the Brockton Police Academy. In 1985 I took a promotional exam and was appointed a sergeant and in 1987 I was given additional duties as a detective sergeant. I was working as a detective sergeant two nights a week and a patrol supervisor on the midnight shift. In 1989 I took a promotional exam and was appointed to the position of lieutenant that I currently hold today. From 1989 to 1999 I was also the executive officer of the police department. In 1999 there was a second lieutenant’s position added. The department was reorganized into the Uniform Patrol Division and into the Administrative Division. I was placed in charge of the Uniform Patrol Division but still as the executive officer in the police department. In January 2005 there was a Deputy Chief’s position created and he took over the administrative duties of the police department and I continued with the Uniform Patrol Division. I’m a life long resident of the Town of Rockland. I’m married to my wife, Susan for a little over 28 years now and I have three children. I have Michael who is 24 in the U.S. Army, First Lieutenant in Germany; I have my daughter, Diane who is 21 and a senior at Becker College; and I have a daughter, Emily who is 10 years old and in the fourth grade in Holy Family School. Also on my upward mobility in the police department I have continued my education. I graduated in 1964 from Holy Family School here in Rockland. I graduated in 1968 from Rockland High School. I graduated in 1970 from the Vocational School in Hanover—post graduate. In 1986 I earned my associates degree in Massasoit Community College in Brockton in law enforcement. In 1991 I earned my Bachelor’s Degree in Law Enforcement from Western New England College and in 1994 I earned my Master’s Degree in Law Enforcement from Anna Maria College in Worcester. That is the jest about who I am. Mr. Chaffee – My first question is a question that you heard during the interviews with the Chief’s Association people. Why would you leave your current job security as Lieutenant to become the next Chief of Police in Rockland? Officer Ashton – Since I came on the department in 1972 (a total of 33 years, 28 of those years full-time) I’ve always been a follower. I’ve



always followed my peers, I've also followed the Sergeants (their directions), I've followed the prior Lieutenants directions when I do my job and I currently follow the Deputy Chief's directions and the Chief's Directions. I feel after 28 years of full-time, I'm tired of following. I want to lead and I want to be the next Chief of Police. Mr. Chaffee – In my travels as a Selectman I've seen and heard about many police departments all over the state. Some are proactive and some are reactive. I think the Rockland Police Department has been a very proactive department; they try to handle things before things happen and try to work on crime prevention. What will you do as the next Chief of Police to maintain that proactive approach at the Rockland Police Department? Officer Ashton – I think it will be a very tough act to follow. The current Chief has molded this police department into a very proactive police department. My main goal would be to continue that pro-activity. I'm around quite a bit. I listen to a lot of other police department when I happen to be in their town and I'll tell you they don't hold a candle to the Rockland Police Department as being proactive. I don't want to mention any names; I don't think that would be fair. I would like to see it continue as a proactive police department. I would like to see it be open to the community if they have any questions come down and see myself at any time. If I cannot answer their questions or resolve their problems, I will get the answers for them or I will direct them to where they can get their answers. I do have some goals in mind that I would like to see in the police department. One goal that I would like to complete would be to make sure the police department gets the necessary funding (financial funding) through Town Meeting so that they can continue to give superior police services to the Town of Rockland. That would be my major goal. I have several others if you would like me to enlighten you on them or share them with you I'll be happy to. Mr. Chaffee – I think some of the other board members are going to ask you that question so I'd not like to step on their questions. Mr. Chaffee – In my time being a Selectman I recognize that a Police Chief has to have five qualities: respect of the men; respect from the community that you serve; budgetary knowledge; negotiation knowledge and skill; and public relations ability (the ability to take on the tough questions/issues to deal with the press to deal with the public). How would you handle those five qualities and prove to me you are the best choice for chief. Officer Ashton – I think currently I already do handle three of the five. Am I the perfect candidate, I don't think so because I do have shortfalls. One of the shortfalls I have is that I do not have the expertise in negotiations, contract negotiations. I will tell you, however, that I have been on the other side of the table (on the union side in my younger years) in negotiations. I did negotiate my own contract as Lieutenant back in 1989 and I believe it was revised in 1997. Do I have shortcomings there...yes I do. My other shortcoming would probably be budget preparation. In the 17 years that I have worked with Chief Donovan by his side, I have not participated in budget preparations. Not that the Chief did not like me, did not trust me, but the Chief as I'm sure you all know here is very particular about finances. Mr. Chaffee – I'm glad you didn't use the word you used on the....Officer Ashton – No, I did not. The Chief is very particular about the finances of his Police Department. In the past he has done the financial recommendations for Town Meeting with the Executive Assistant and that is it. Probably the reason why didn't was that he didn't want to take a chance of anyone else doing it and making a mistake. So I do not have a lot of expertise in budget preparations. I do not see that as a big problem as I believe the requested budget has already been submitted. I do have a lot of learning to do in that area but I can tell you right now; I will have a teacher with 17 years experience that I have no doubt will school me very well. The only real part of the budget that I get involved in is that I oversee a lot as to where that money is spent especially in overtime issues. I think some of the officers here tonight could tell you that I'm not the type of person or will be the type of Police Chief that is just going to spend the overtime money frivolously and just give it out to give it. If I spend the overtime money there is a legitimate reason for it to be spent and a legitimate purpose for it to be spent. Mr. Chaffee – Did you want to speak on the three areas that you do have the expertise on? Officer Ashton – Public Relations – I have taken a few courses on public relations. I have been in front of the cameras before. I do and have had meeting with the press on different issues before...no problem with that

whatsoever. And your other two again were? Mr. Chaffee – Respect from the men you oversee and will be in charge of and respect from the community that you will serve. Officer Ashton – I think I have a lot of respect from the community that I serve in talking to people around Town. I don't know any other way to judge that unless these people are lying to me. Respect from the guys that I work with...I think the guys will probably tell you that I may be difficult to work with sometimes. I demand a lot from them and a lot of accountability from them. I demand loyalty from them to me just as much as I am accountable to the Deputy Chief and the Chief and I am loyal to them also. I am fair...as the Chief would say. I am fair and firm and I believe as your Police Chief I would be fair and firm also. Mr. Chaffee – Thank you we appreciate that. The Town Administrator calls you on Thursday morning and he would like you to make a \$50,000 budget cut. Where would you cut the money, where would try to make the cuts to meet that budget cut. I'm not going to whittle you down like they did on the tape. Officer Ashton – The last place that you would want to make budget cuts would be in your personnel. Because if you cut your personnel it's going to mean lack of services somewhere along the line, whether it be patrol services; or investigative services; or anything to do with service to the public which is why you are there. More than likely you would have to go into items such as cruiser maintenance, you would have to go into items such as overtime, you'd have to sit down and whittle it down as much as you can that way. But again, the absolute last place you would want to cut is your people because you are a police department and you are there to serve people. If you don't have the bodies there you can't serve them and you can't do your job. So I think it would be difficult to go into the union contract because anytime you want to take something away from a union they are going to want something in return. You're taking money from a union in a budget item...what are you going to replace it with? So I believe you'll have to look for other items. If it means that the Animal Control Officer goes to a part-time position, if it means a big budget cut that you have to layoff 911 civilian dispatchers, I guess you'd have to do it. It would be a difficult proposition to say the least. Mr. Chaffee – The last question that I have is that we are very fortunate that we have three candidates that are very young and that the last Police Chief was able to serve us for 17 years. Where do you see yourself in the future if we appoint you as Chief tonight? How long would you be committed to the Town of Rockland as our next Police Chief? Officer Ashton – As the next Police Chief .... See I still love my job and I still have fun. I enjoy going into work this morning as I did 28 years ago. So unfortunately for you if you appoint me (I shouldn't say if you appoint me, I should say when you appoint me Police Chief) I'm going to be here for the next ten years until I have to retire. Mr. Chaffee – That's all I have thank you. Mr. Valanzola – Thank you Mr. Ashton for coming. I'm going to continue on the same while we are on the budget. You mentioned that the current Chief doesn't like to discuss it or allow anyone else to work on the budget. Would you change that philosophy or would you maintain that philosophy? Officer Ashton – I think as a new incoming Chief even though the police department requested budget has already been submitted I would think that being the new guy on the block that I'm going to have to sit down with the Deputy Chief who does have some experience at it and I'll have to sit down with the Executive Assistant Secretary and say what have we got here, what do we need and where are we going from here? I don't think I can do it by myself. Mr. Valanzola – As you know I've always been a big proponent of zero based budgeting. I feel that this might be able to get us some money ... Mr. Chaffee mentioned the \$50,000 example. As you know it hasn't been supported in the past. Would that be something that you would be willing to try if you are the next Chief? Officer Ashton – I have read a couple of articles in police administrative books on zero based budgeting. There have been a couple of departments that have tried it and they found it to be a little bit too cumbersome a lot of time and effort going into it. I don't have a problem looking at it. One of the other problems they found was that it was kind of just dropped on them and they didn't have the proper training on how to do it. I think if the manager of the police department was properly trained and the Town wanted to go that way it's worth a shot. Why not! But gain, you have to be trained on how to do it properly or it just turns in to a quagmire.

Mr. Valanzola – As you know the budget discussions sometimes can get very contentious and I'll ask you this question. How will you be able to work with the board if there are disagreements over the budget as we saw at our last meeting when we discussed going outside of the Town or staying inside the Town for the search. After you spoke you left the meeting and I just wanted to make sure that if you're the next Chief and we have a disagreement that you'd at least stay and try to work out the issues instead of leaving the meeting as you did that meeting back in February. Officer Ashton – There are a lot of misconceptions about me leaving the meeting. At the end of my speech I said "Thank you for your time, thank you for your consideration and good night". The reason I said that was that it was a highly volatile issue I did not want to get into an argument with any board member. I wanted to come up here and state my case. When I did leave I did stay at the back of the room. I did not hear any questions from any member of the board so I did in fact leave. It should not and was not intended to be a slight to this board. I just wanted to come up and say my piece at not get into a big argument with anybody. I think that we could all agree to disagree. I don't have a problem standing and arguing with somebody. When the argument is over, then we go on. That's not a problem. I suspect as a head of the department in dealing with the BOS at some time in the future that is going to happen. I have "discussions" I call them everyday with the Deputy Chief, with the Chief and with officers down at the station. If you want to call it an "argument" call it an argument. We may argue about a certain point, a certain policy and when the argument is done we walk away and continue our jobs and the next day we are talking to each other like it didn't happen. We are always, always, always, going to agree to disagree. That's going to happen without a doubt. Mr. Valanzola – What do you see as the biggest challenges in the Rockland Police Department in the future. Officer Ashton – I believe that the biggest challenge to the Rockland Police Department (and not only the Rockland Police Department but every department in the Town) is the shrinking financial budget. If any department, be it the Police Department, Fire, Highway, Water and not just in the Town of Rockland you can go across the country and look at this. If a department does not have the financial resources to do its mission, the mission does not get done. Then people lose, the residents of the Town of Rockland lose, the people who come into this community to work during the daytime lose. A lot of people say that domestic violence is the biggest issue, drugs and alcohol are the big issue...unless we have the financial resources to attempt to combat those other problems we can't do it. So that is the biggest problem facing the Rockland Police Department ... the financial issue. Mr. Valanzola – What changes have you seen in the Rockland Police Department from the time you were hired up until now. Office Ashton – One of the minor changes but I think it meant a lot to the guys here was that we changed the color of the uniform shirt. I can remember when they used to be light blue. We looked like security guards. Finally we got it changed to a more professional dark blue. Other big changes are that we have managers that are more for the department looking for ways to always better the department. They are more educated now-a-days. This is good. Other changes that we have had we have gone from when I started way back when of maybe using the callbox uptown to call the police station. We now have communication systems that are just fantastic. We have computers in the cars which saves a lot of time and work for people and makes the job of the officer much easier and much safer. So communications is another big one. A huge one for us was just about six years ago ... we got a new police station. We're not in a dump anymore we actually had a physical location that was meant to be a police station not somebody's old house. One thing these improvements all translate into is a better moral for the police department. People enjoy coming to work because they have good equipment, good training, and a good building to work in, and good managers to lead them. Mr. Valanzola – One other question that came up during the interviews, it's kind of a dual question....if you had a situation where you had a police officer that submitted a time slip (a court slip I should say) that was inaccurate. What action would you take? Officer Ashton – The first thing I would do would be to confirm that it is inaccurate by any means necessary. If it was a time slip that has already gotten by me I would approach the officer and say this is inaccurate. This is why it's inaccurate, now you tell me your story. If I determine it's inaccurate the next thing I have to determine is whether it is by

accident or if it was intentional. Depending upon what the response is probably depends upon what I am going to do and how I'm going to handle this situation. I think even if it was intentional the first time around it is better just to tell the officer out of your paycheck next week an amount of money will be deducted. I'm giving you the benefit of the doubt this time, but if it happens again you are on notice that you'll face a little bit sterner disciplinary action. Mr. Valanzola – What if you had a situation where a car is being towed and a citizen has a complaint in regard to property being stolen out of that car and actually have proof that is verified by yourself that the officer did remove something from that car? Officer Ashton – Probably I would drop it on the Deputy Chief and say you investigate this. After you investigate it if you find the situation warrants it that the officer should be terminated for larceny then you do that and I will back you up on it and that's that. You cannot tolerate officers that are going to go out and steal from other people as much as you cannot tolerate officers that are going to lie to you about what they have been doing and what they haven't been doing. You have to take some stern disciplinary action. I have taken disciplinary action against officers before. I have only done it in form of suspension. If I felt it was necessary I'll tell you right now it is a very difficult situation, I don't like doing it, but if it has to be done it will be done. Mr. Valanzola – How is that different in going back to the officer with that court slip that he writes 6 hours instead of 4 hours and is getting paid for the extra two hours? Isn't that essentially stealing from the taxpayer vs. from a vehicle? Why is that different? Officer Ashton – If it was just a mistake that he worked 4 hours and put down six or something like that. I do not look at that as an intentional act to steal something. But if he put down six and he only worked four (they get a minimum of 4 hours court time) but if he for some reason I don't know maybe I had a bad day, someone was talking to me when I did it...just like putting the wrong date down. That's just a mistake because he's not being too smart that day but if it's an intentional mistake then that's a whole different ballgame. However, I'm not going to throw away or I don't want to throw away an officer's career for one mistake. I believe that he can be retrained "tooled" if you want to call it "reeducated" and I want to give him that little leeway to say "ok this is one time to say we are going to deduct that money the following week and don't let it happen again because now you are on notice'. In the past many years ago we did have officers that took sick days when they did not have the sick days on the books. I have dealt with this on several occasions and I have deducted pay from them the following week. Again, it's not a nice thing to get into but it all goes under accountability. You have to be accountable. The patrol officers have to be accountable to sergeants, to lieutenants, to deputy chiefs, to chiefs. You've got to have the accountability. Mr. Valanzola – One final question. During the interview it came up several times that you had a wealth of experience and knowledge (which I believe you do seeing your resume) but you also mentioned several times that you are a better #2 or #3 person in the department and that becoming the Chief of Police actually scares you a bit. Do you care to embellish upon that? Officer Ashton – I don't recall saying that in the interview but I'll take your word for it. Yes, I'm nervous, I'm scared about going into this job and I think that if a candidate tells you that they are not, it's a piece of cake...I don't know, I'm nervous about it. I was nervous about the first day I was a patrolman, it's scary your first day as a sergeant and a lieutenant. I think going into any new job or any new position there is a little bit of scariness there. I do I believe have the knowledge and the experience to do this job but yes, it's scary. I do believe that over the years I have proven myself to my fellow officers that are both below and above me in rank that I am a good #2 person and #3 people currently. As I said earlier, I don't want to be that #2 and #3 anymore. I'm tired of following, I want to lead. But it's a scary thought to all of a sudden .... You're the Chief of Police, you're the top dog. But, I can do the job. Mr. Valanzola – It's a big challenge. Officer Ashton – Yes it is. Mrs. Parsons – Hi Barry, What have you done to prepare yourself to be Chief of Police for the Town of Rockland. What exams have you taken to further your career? Officer Ashton – The last exam that I took and passed was in 1989. I did come out #1 on a Deputy Chief's interview but I did decline that position. Most of my exams if you want it is kind of like sucking knowledge out of the current Chief of Police. I watch what he does and when he does something I ask him why did you do that and he sits and explains it to me and this is the

experience. This is how I have furthered myself to get ready to take over this position, this scary position of #1. I want to take all his knowledge so that I can use it. Mrs. Parson – Did you say in 1989 you took the Deputy Chief's test? Officer Ashton – No I'm sorry if I confused you on that. The last exam I actually took was in 1989 when I passed the Lieutenant's exam. There have not been any civil service exams above that/past that. Mrs. Parsons – Ok, so you haven't taken a Police Chief's exam on your own or anything? Officer Ashton – I did apply for one position in New Hampshire a couple of months ago, yes I did. Mrs. Parsons – Oh, so you did take a Police Chief's exam? Officer Ashton – It was the same situation as this, as there was an application process and I did go for an interview in NH yes. Mrs. Parsons – Could you explain why you explain why you passed up the Deputy Chief's position? Officer Ashton – Yes I can. I didn't want to give up the ability to work overtime. Mrs. Parsons – So it was financial. I think you said that in your interview too. Officer Ashton – I may have. Mrs. Parsons – What do you think the role of the police department is in the community? Officer Ashton – The role of the police department in the community is that they have to be a leader because everybody looks at the police department at one time or another for something. If its 3:00 in the morning and people call us and say "our electricity is out" we'll check into it for you. Always call us; people are always looking for our advice. The police department and the police chief have to be the leader in the community. We have to be ready to respond to community needs and help people out. Mrs. Parsons – I've talked to other police chief's and they said that in their opinion a police chief has to be a leader and a manager and that there is differences in those two (*end of disk....gap between next section*) Officer Ashton – Zero, nada, zilch he's no good to you terminate him and I don't have a problem doing that. Mrs. Parsons – One of the police chief's I talked to said there were three areas that are important to the police and it's women, children and seniors. How would you rate them if you would even rate them? Officer Ashton – Well it all depends on whose women she is...if it's mine she's right there on the top of the list and children will be the same thing (*laughter*). Mrs. Parsons – Smart answer. Officer Ashton – You kind of have to rate them all the same. Obviously if you're talking about my wife and my children they are right up there. And obviously getting along in age myself here I have to think about seniors too. Do I want to say that one of those three is ahead of the other one....no I do not want to say that. Mrs. Parsons – That police chief happened to think that was a good answer that you couldn't rate them. Domestic violence is a huge issue, children are your future and seniors have their own issues and have unique issues with unique crimes that are pushed at them. Officer Ashton - Yes they do, one of the crimes pushed at seniors is the telephone scams. There was just an article in the newspaper the other day I believe it might have been Brockton. Each group is susceptible to crime and each group kind of has its own crimes that are pointed towards it. Mrs. Parsons – What policies that were suggested by you were implemented at the Rockland Police Department? Officer Ashton – Well lets see, the last one that I consider to be a big one and when I say this I really hope we never have to use it....after Columbine everything changed. Prior to Columbine in Colorado if you have an active shooter type situation be it in a school, bank, business office it was surround and wait. After Columbine everything changed. If you have an active shooter type situation, you can't wait for everyone to get there you have to go in and take action. The Chief and I discussed it and I did come up with a policy, quite a big, lengthy policy on what we do for hostage or active shooter situations if it were to occur in one of our schools. That's what we focused on. The policy covers all six schools in the Town of Rockland plus the Holy Family School. Believe me when I tell you that this is the best policy that has ever been printed on paper and I hope we never have to use it. That policy can also translate into a situation should it happen at the Rockland Trust Company, Serono, etc. but that is probably one of the most important policies we have on the books down there. Mrs. Parsons – Can you describe the basic duties of a police chief? Officer Ashton – Leadership and management. He has to be a leader; people have to look up to him. People have to be accountable to him. He also has to manage the department in the best interest of the department and the town and the residents. He cannot say we'll let this officer do what he wants to do because he's a nice guy I like him. He has to be a manager. It doesn't make a

difference if that officer is his best friend that he goes out with and has a few cocktails with, he's under the same rules and regulations as everybody else and again he has to be a leader and manage his department. He can't just sit there and let somebody else do it for him. He cannot just sit there and give someone an assignment and hope they do it and never check on it. He has to be a leader and he has to be a manager, he has to be both. Mr. Pratt – Some of these questions may seem like you've already been asked them before but they may be worded a little differently. I had seven questions but three of them have already been asked so I'm going to work down to this one. What do you believe to be the most important qualities of a chief of police? Officer Ashton – The single most...dedication. He has to be dedicated to his profession, he has to be dedicated to the department, he has to be dedicated to the people he serves. He has to be honest. He has to be accountable as much as the people under him are accountable to him. Accountable to the Board of Selectmen who are the Town Fathers and no disrespect intended on the word "fathers". But dedication...as I said earlier, I love my job as a police officer. I've been doing it for a long time. I enjoy coming in every day as much as I did 28 years ago. I enjoy the challenges of it. Every morning I come in and every morning is different. The chief has to be dedicated to his profession. He has to try and keep politics out of it and do the job the way it is supposed to be done and the police department should be run. Mr. Pratt – Please describe your training and experience as it relates to managing a major crisis, i.e., a major disaster in the Town of Rockland? Officer Ashton – Fortunately my experience in that is not too great as we haven't had a lot of major crises in town. We have had some, I have taken incident command training, I have taken incident command post training (I went to a 3 day seminar on that in Natick). So I haven't had a lot but I do have in my wallet right now a card that says if you have a big problem these are the seven steps that you should take and under those seven steps you may have six other minor steps that go with it but this card does give me a handle on how to handle a major event. It doesn't make too much difference...it's all purpose; it could be for a hostage negotiation, plane crash, natural disaster, fire, etc. I have had training in incident command, I've had training in national incident management systems so I'm pretty well versed in it but again I say fortunately we have not had to use that training experience too many times. Mr. Pratt – Please describe your training and expertise as it relates to dealing with and managing employees. Officer Ashton – I have been doing, probably from the first day I started...the first one I managed was myself when I was working shift out there by myself. I had to manage myself to do my job. My management experience in dealing with other police officers and people who needed my services increased when I became a sergeant. I also had to learn how to manage other officers (the three or four that were under my command at that time). That increased when I became a lieutenant because again I had to learn not only how to manage myself as a lieutenant but now upwards of maybe thirty people under my command. I have been doing this for the last seventeen years and I enjoy doing it. Everyone is different. I do not like to treat people differently but when you manage people you learn their personalities and how you have to manage them to get the most out of them. What management technique I may use for Mr. Chaffee may not work for you because I've worked with you and you've worked with me long enough that I know which way I have to go to get the most out of you. Mr. Pratt – Let's expand on that a little bit. You had mentioned that you're tired of following and you want to be a leader...for the board's sake, could you tell me what the difference is between you're a lieutenant now and your leading thirty men, how would it differ from leading as the police chief? Officer Ashton – I can only do so much. There are maybe things that I want to do in the police department that I cannot do that I think should be done where I have to go get permission from a Deputy Chief or Chief to do it. They may agree with me or they may not agree with what I want to do. As Chief of Police I can say, I just want to do it and I'm going to do it. However, before saying that I'm going to do it, I'm going to get input back from the Deputy Chief and the Lieutenant so that's the difference. I can lead the whole department. Right now I cannot. Mr. Pratt – That leads right into this question....What if anything would you change if you were appointed Police Chief tomorrow. What one thing would you change right away within say your first 60 days? Officer Ashton – Probably I would not change anything but what I would

do, again going back to the biggest problem that faces the police department is that I would have to try to ensure that the police department gets the financial support from the Town Meeting in our budget so we can continue to do a superior job as a police department, which is what I think we do now. There are some other items that I would like to look at...I would like to look at, one thing that has to come up before the ... around April 7<sup>th</sup>, is that we have to put out a general order on the operation policies and procedures of our K-9 officer. Our K-9 officer will be coming out of school on April 7<sup>th</sup>. We do not have a policy and procedure on that on how he is to be used, when he's to be used, under what circumstances that happens to come out. If I was to be Chief tomorrow I'd like to fill a sergeants position as we have an opening there now. I would also like to fill a lieutenant's position because I'm not going to be a lieutenant anymore, I'm going to be Chief and I want to fill that. It's very important to have your top management positions filled. I want to look at reinstituting the civilian ride along program, in which civilians get to go out and ride around with officers on four hours on a Friday or Saturday night because I think it's important for the people in Rockland to come out and see what we do, how we do it and sometimes the crap we have to deal with because I don't think they know. You can watch cops on TV all night long but it's not the same as being there. I would like to look at getting some more grants. I don't look at grants for bodies; I look at grants for equipment and training purposes. A well trained police department is your best defense against a civil liability. I would like to ensure that the patrol division gets the best equipment and the best training because 90% of the time that's who people deal with, the patrol division; they are the backbone of the police department without a doubt. I would like somehow to get a school resource officer in the schools. I think it was advantageous for the police department and the school department. I would consider eliminating D.A.R.E. because...not because D.A.R.E. is a bad program, not because the officer that teaches D.A.R.E. does a bad job...but sometimes you can't tell how good D.A.R.E. is working and I think the D.A.R.E. Program for just 17 weeks for 5<sup>th</sup> graders throughout their twelve year career in the school system is very lacking. I would like to see it expanded to include the 7<sup>th</sup> & 9<sup>th</sup> grades if there is a program available. Just that one time I do not believe is a good enough shot to give these kids a chance not to be involved in drugs. I don't know what is out there, if there is a program available. I would like to maintain an open door policy for residents for the Town of Rockland and I would like to definitely maintain an open door policy for the employees of the department. I'd like to have an open dialogue with the union leadership down there so that problems can be nipped in the bud before they get to be grievance problems and up here with you people. There are probably a few other things that I could go on to but...Mr. Pratt – That's great I appreciate it. That's all I have. Mrs. O'Brien-McKinnon – A lot of my questions have already been answered in regard to the budget and budget constraints. You did touch on just recently that you would prioritize training with your patrol divisions first? Officer Ashton – Yes. I think the patrol division is the most common experience or interaction that people in the Town of Rockland interact with and I believe these guys have to be the best that we have in the department. I believe they have to be the best trained. I believe they have to have the best equipment whether it be a patrol unit itself, a well-maintained patrol unit, and equipment that goes in it such as; computers and defibrillators. Mrs. O'Brien-McKinnon - Other than the budget crisis that we face every year what are the other major issues facing the Rockland Police Department currently? Officer Ashton – Drugs, alcohol, domestic violence and not in any particular order. Mrs. O'Brien-McKinnon – What plans would you institute in regard to those? Would it be more training, would you try to develop programs, etc? Officer Ashton – We currently have (I do not recall who got this grant) a grant a six town grant on domestic violence. I attended a six hour seminar today. The whole department is required to go and basically it's not to make domestic violence go away but it's how to better handle domestic violence and to make sure we are doing it the right way. Especially to make sure the victims and the children are getting the proper support from the proper programs (not offered by the Rockland Police Department) but offered through the State through the District Attorney's office. That type of training is really what is needed. All officers in the Rockland Police Department do attend a 40 hour training seminar every year through the

Massachusetts Criminal Justice Training Council but there is always other types of training that will benefit the patrol division which I believe they should have. Mrs. O'Brien-McKinnon – How do you feel about your ability to delegate responsibility? Officer Ashton – I don't mind delegating responsibility, I do that now. But when I delegate responsibility that does not mean that I am finished with it. When I delegate responsibility I'm always required to check and make sure that the job task has been completed. If it is not completed then I want to know why it hasn't been completed. Just because I delegate it I don't wash my hands of it. Mrs. O'Brien-McKinnon – Do you have any experience in writing grants? Officer Ashton – I have written one grant in 2001 for some bullet resistant vests that the department did receive through the Federal government and the State. I have in my computer down in work my second grant for that. One of the things that as Chief I would do would be an assignment that the Deputy Chief is going to delve into very heavily and like I say it's difficult and there was a program years ago a federal program "Cops Fast" where I believe we did pick up one or two bodies. The problem with a grant for bodies is that after four years the Town has to pick up the costs. My direction to the Deputy Chief would be that I want to look into equipment grants that would be for additional patrol units, other types of specialty vehicles that we could use such as a command post, equipment such as modern computers, communication systems. Maybe every patrol unit could be equipped with a cell phone so that if there is some event going on that we really don't want the public to know what we are doing or more importantly the bad guys know what we are doing we would have that availability of cell phone use. Mrs. O'Brien-McKinnon – I apologize, I know I'm being repetitive but how do you feel about...are you comfortable disciplining officers of all stature within your department? Officer Ashton – I'm never comfortable with disciplining officers one of the things...we are in the real world here, we're all adults I expect them to go out and do their jobs as they are told how to do it either directly by me, the Deputy Chief or Chief or by the departments general rules/regulations. I get disappointed when I have to get to the point that I have to conduct an internal investigation and I have done many that officers haven't done something. It's not something I like to do but I do believe in accountability I do not have a problem with disciplining officers if I believe it is necessary. It is an unwelcome task but it's a task that has to be done. Mrs. O'Brien-McKinnon – I'll just ask one more, what is your experience with contract negotiations? Officer Ashton – My only experience with contract negotiations is years ago when I was a member of the local police union here I was on a couple of contract negotiation sessions. I did negotiate my own contract, my current contract with the Town in 1989 and I believe in 1997 we had a brief meeting to structure it. Mr. Valanzola – Would you like to make a statement Mr. Ashton? Officer Ashton – The only thing that I would like to say is I don't want to make a statement because I know you people and you know me. You have my resume the only other thing I would say is that back at that February meeting when that discussion was kind of hot and heavy about going inside or outside .... I would like to thank the board for keeping it inside and I would like to thank the board tonight for the opportunity to apply for this position. Thank you. BOS – You're welcome.

Mr. Valanzola – We'll continue on now with Mr. John Llewellyn in our Police Chief interviews. Good evening, what we have done is allowed if you want to make an opening statement or if you want to go right into the questions. Officer Llewellyn – I would briefly like to thank the board for staying out at this late hour on one of your off nights (having sat there I know it's difficult enough and your busy enough) so I appreciate the board having this on this special night. Secondly, I would like to thank Chiefs that came out (the three Chiefs from the Mass Chief's Association) for working for the Town of Rockland and the citizens of Rockland so that they could have an input in this very important process. And finally, Chief Donovan for all that he has done for the Town over the years because I know he's not leaving right away, however, for seventeen years he has set the standard very high and whoever it is that you choose is going to have a very difficult act to follow. With all those thank you's we'd like to start from there. Mrs. O'Brien-McKinnon – My first question is what do you see as the most crucial issues facing the Rockland



Police Department and I'm sure one will obviously be budget constraints so I'll work my second question to that as well, do you consider yourself fiscally conservative as well? Officer Llewellyn – I'm a fiscal conservative but not near as much so as Chief Donovan shutting off lights behind you as you walk out of the room but I've learned from his management style that the budget is one of the primary considerations of the Chief of Police. I think one of the major issues facing the Rockland Police Department as many other police departments are two fold. One is local aid and funding from the State and just as importantly is I think there is already a trend in the fact that the grants (both federal and state grants) are tending to dry up. Most of what the Rockland Police Department has been able to do in recent years has been funded by both federal and state grants which would include putting a cop in the schools for a while having the "Cops & Kids Program", computerizing the police department, putting laptops in the cruisers...all those sort of things, they have paid for overtime and equipment. I see a trend where that is starting to dry up. As many know, President Clinton has an initiative where he put many police officers on the street. That's not happening now and those funds are tending to dry up. On both a local and national level I see that the funding for police departments, police officers and police equipment is one of our greatest obstacles. Mrs. O'Brien-McKinnon – What do you consider your strongest quality or attribute? Officer Llewellyn – I think my strongest attribute would be leadership. I have a rather diverse background. I've worked very hard all my life to become a leader. I came up through the ranks of the military and was fortunate enough to go to Officer Candidate School. One hundred and eight candidates started off in Officer Candidate School and fifty-three of us graduated. I was in the top five of that class; I was #5 in that class. Officer Candidate School in the military breaks you down to next to nothing. From there they build you up and teach you to be a leader. I believe that's where I learned some very important lessons about leadership. I think that will serve me well as an effective manager of the Rockland Police Department. I've tried in my civilian life to progress and get my education. At Stonehill College I was president of Beta-XI Honor Society for three years in a row. I was a speaker at the commencement exercises. I've tried very hard to rise to the top of whatever task I have taken on. Mrs. O'Brien-McKinnon – And quite the opposite, where do you find that you are weakest so it's not a strength but maybe it's a point that you want to try to better yourself with? Officer Llewellyn – Learning the job of Chief of Police number one. I think the job is extremely complicated and it takes a very long time to learn. I was fortunate enough two weeks ago to attend a Law Enforcement Executive Seminar put on by the FBI down in Connecticut. It was a week long school. I think I learned more of what I don't know at that program than what I do know. I think the weakest area I would have would be in police management and negotiating with the unions. There are very specific laws that Chief Donovan can recite by road memory and I think I have some weakness there that I really need to learn. Mrs. O'Brien-McKinnon – How do you feel you delegate responsibility? Officer Llewellyn – I think one of the key qualities of a manager is the ability to delegate and I think something that goes along with that is surrounding yourself with people that you can trust to delegate that to. I think that the days of micromanaging in both the civilian world and the police department are long gone. Officers are much better educated now-a-days; they have been trained in the police sciences much better. They don't appreciate nor do they take well to micromanagement. I think that as the chief executive officer of the police department you have to have quality people around you that you can trust and you need to trust in yourself that they will do the job that you task them in doing. Mrs. O'Brien-McKinnon – Over your career, have you felt comfortable disciplining other officers? Did you ever have a chance to have to do that so far? Officer Llewellyn – Yes, as a Patrol Sergeant fortunately or unfortunately you have to deal with shift management issues everyday of the week. Occasionally you'll order someone to a certain sector and they won't handle that ... they'll test you if you will ... they will arrest a subject after you have told them not to. There are issues that I've had to deal with at that level. In my term as Deputy Police Chief I wasn't in there but five or six weeks when I had an occasion that I had to suspend one of the 911 dispatchers and take them off the detail list for a period of time. I've learned, I've gone to seminars on employee discipline. It's never a pleasant experience, it's never easy for anyone

to do, however, I think it's one of the critical functions of an effective manager. Mrs. O'Brien-McKinnon – How do you feel in handling contract negotiations as well as your experience with grant writing?

Officer Llewellyn – My experience in grant writing is somewhat limited. I'm currently managing a grant that I did work through the Plymouth Country District Attorney's Office where we are getting laptops, we're getting computers in the administration section, we're getting copy machines...it's \$17,600.00. I attended the initial meeting just about a year ago now when I first came on as Deputy Chief. Chief Donovan has allowed me to run with that program. I do the ordering of equipment, I do the monthly accounting to the District Attorney's office and the request for payments and then make sure that the vendors are paid. As far as contract negotiations as you know in my civilian life I'm also an attorney. I'm very familiar with issues regarding employees at will, contract employees and union employees. I've had to deal with them as a civilian and as a member of the Board of Selectmen for a number of years. Unfortunately about a year and a half ago Mr. Plante and I had to bring in an employee and counsel and discipline that employee and it was done again maybe two years ago. As Chairman of the Board of Selectmen I had those unfortunate duties also. As far as negotiating the contracts, I sat on the board during two rounds of contract negotiations. I understand it from the macroeconomic point of view in the sense that as selectmen we have to look out for the entire Town and I learned quickly that some of our departments are concerned about saving paperclips and pencils and we can sit there behind the board a lot of times and say ok we can cut maybe \$30-\$40,000 here but it's not easy to do. This Town is a very well run organization so I can understand that it's very difficult at times to cut funds and to negotiate these contracts with the unions. Mrs. O'Brien-McKinnon – And last, how would you prioritize training in your department if you became Chief? What do you see as the most important test facing you down the road?

Officer Llewellyn – Well training I think goes along with eligible funding as long as we have the funding it's critical to continue the training. Again, through the grant program we've been fortunate enough to have programs where we can send officers and I just scheduled nine officers to Breathyzer Recertification School in Plymouth and six more officers are going in June. While that might seem somewhat trivial it is a moral booster. Many months as a sergeant and even as a Deputy Chief people complained that they wanted to go out and do the job but they weren't trained as a Breathyzer Officer. It was inconvenient. I sort of took that bull by the horns and got these people trained. We were able to do that because the funding was available. We are fortunate in 2006 that officers are coming to the Rockland Police Department that are educated and better trained than we've ever had and to continue that it's critically important to provide this funding. Mrs. O'Brien-McKinnon – How comfortable will you feel dealing with the Board of Selectmen where you have sat on both sides ... do you think that will be a hindrance or betterment?

Officer Llewellyn – No actually I think it will help quite a bit. Be it that we can occasionally agree to disagree and sometimes with certain level of emotions tacked on to that disagreement. I do understand having sat there for seven years; Chairman of the Board for three of those seven years the macroeconomic picture of the Town of Rockland. I understand how the police department's \$3.1 million budget fits into that macroeconomics. It gives me the ability I believe to see both sides. I've learned that in law school, I've learned it with the Board of Selectmen and I've certainly learned it over the past year as Deputy Police Chief so I think that will be an asset. Mr. Pratt – Thank you for coming. Some of these questions you may have already heard but I think it's important for the people at home and the people here on the board to hear your answers to these questions. I have seven questions, I originally had taken out a couple but I need to elaborate on a couple of these. What training and education do you have that have prepared you for the position of Chief of Police?

Officer Llewellyn – Again, I think most of my adult life I've been preparing for this position from my venture through the military (climbing up through the ranks of the military). As we all know, the police department is a quasi-military organization. I think a military background is very helpful in running a police department. From there I have my civilian education, I have a Bachelor of Science Degree in Business Management from Stonehill College (I graduated with high honors and was president of the honor society for three years and

I did speak at the Commencement exercise which again I think communication skills are very important). My law degree, I went to Suffolk Law School. I earned a law degree there which was a very difficult program and in the summer of my second year I studied at University of Innsbruck in Austria for six weeks. I studied International Terrorism and I studied (blip in tape) former Chief Justice William Rehnquist. All great opportunities, all great basis if you will for expanding for expanding my civilian education which I think will help me. I believe my time on the Board of Selectmen will also help ... again understanding the total picture of the Town, how the police department fits into that budgetary picture as well as some services needed for the Town. I've sat there and listened to the complaints of citizens and listened to people who have come up and praised the Rockland Police Department. I believe my training at the police level...I went the Police Academy in Plymouth and graduated #1 in my class. From there I continued my education through detective seminars and investigation schools that I went to. I was fortunate enough to go to Fort Leonard Wood, Missouri for a week with the Special Response Team from the Rockland Police Department (we were trained by the Special Forces Unit from the Army). I went to Vermont State Police Academy twice where we were trained by the Broward County Sheriff's Department and also down to Pawtucket, Rhode Island where we were trained by the LAPD Swat Team. From there I have continued my education in police sciences, I've gone to management seminars, negotiating seminars, labor relations seminars and most recently (and much thanks to Chief Donovan for allowing me to go) was the FBI Law Enforcement Executive Development Seminar which is an outstanding program. Mr. Pratt – Budgeting issues were discussed before...what experience do you have with budgeting issues at the police department? Officer Llewellyn – Actually quite a bit. Fortunately for me Chief Donovan allowed me (when I came on as Deputy Chief) to jump right into the budget. I knew that was one of the critical areas of managing a police department and I also know he was very protective of that budget so for him to allow me to jump right in I think expressed a certain level of confidence. I spent many weeks initially learning the budget, learning the different line items, learning where we could save money, where we could spend money and how to move money between line items when necessary at the end of last fiscal year. The Chief gave me a lot of leeway with that. I'm very familiar with the fact that we have a \$3.1 million dollar budget and also that \$2.99 million dollars of that is contractual in salaries which leaves the Chief \$154,000 to manage that building, manage the cruiser fleet and to take care of any unnecessary, unforeseen expenses that arise. Having had the ability over the past year plus to do that I think has given me a great opportunity to learn it. Mr. Pratt – Do you have any experience with negotiating with the unions? Officer Llewellyn – Just as I said, I've had a certain level of negotiating experience as an attorney...that's what attorney's do is negotiate. Again, as a member of the Board of Selectmen I sat on my first round against the R.I.T.E. Union and believe me that was a learning experience and I can see now having gone through that experience that some things that may seem very trivial (like the definition of a relative for the purposes of a bereavement day) can get into very extensive and drawn out contract negotiations. The next round of negotiations I initially sat with Mr. Valanzola with the Fire Fighters Union, I did eventually recuse from that because I could see that we were working towards the health care issue and I felt that it was inappropriate for me to sit at that point in time. So I do have the experience being on the Board of Selectmen. Mr. Pratt - What do you believe to be the most important qualities of being the Chief of Police? Officer Llewellyn – I think commitment, loyalty and accountability. Number One would be accountability to the citizens of the Town of Rockland. The Police Chief as the head executive officer of the police department is the person who must be held accountable to the citizens. We must be accountable when there is a job well done, we must be accountable when there is a complaint against an officer for the way a situation was handled. I think the public's trust in the police department is directly through the Chief of Police and his accountability to the department. I think loyalty to the department, to the Board of Selectmen and to the Town is also critically important...and to be committed...this is a 24 hour, 7 days a week job. If you are not committed to this profession, to this police department or to this Town this is not the place for someone. Mr. Pratt – Please describe your

training and experience as it relates to managing a major crisis, i.e. major disaster in the Town. Officer Llewellyn – Actually through the number of schools that I went to as previously said for the Swat Team Training that we've had, they were all about handling hostage crisis negotiations, hostage rescue techniques and that sort of thing. I was also fortunate enough to be a member of the Metropolitan Regional Response Team where we went out and actually conducted searches and rescues for missing Alzheimer's patients & missing children and that sort of thing. After that I transferred to the motorcycle unit and I was the squad leader of ten motorcycle officers during the Democratic National Convention. We trained for two years in preparation for the DNC. We trained with the FBI, we trained with the Secret Service, we trained with handling attacks on the Presidential limousine, we handled attacks on buildings and that sort of thing. I've also been to Critical Incident Management schools where we are taught that when the Chief shows up at the scene you better be prepared to starting making decisions immediately and I've been to those schools and I feel very comfortable having been assistant team leader of the Rockland Swat Team for a number of years and having gone to all these other programs. Hopefully these skills will never be needed but I'm prepared if there is an incident at a school or building or something of that nature to show up and take command and begin the preparation of that situation. Mr. Pratt – Great. Please describe your training and experience as it relates to dealing with and managing employees. Officer Llewellyn – As I've said, in my civilian life prior to becoming a police officer I managed a sales staff of seven people. There was always an issue dealing with personalities and that sort of thing...territories and those kinds of issues. They seem rather trivial once I came into the police world and realized we are dealing with people's lives and that sort of thing. In the military clearly they train you to be a leader. When I graduated from Officer Candidate School you are shipped off to a new company where I had 36 soldiers under my control the day that I walked in. I was hopefully wise enough to walk up to the senior sergeants and have a discussion on how they run the show and I'm there to sort of be the delegator, if you will. In the police department I managed a shift on a regular basis for six years (could be as few as 4 or 5 officers up to 10 or 12 officers depending on the manning levels that night and the number of auxiliaries and that sort of thing). As Deputy Police Chief the Chief has tasked me with running the department in his absence and handling the day-to-day problems that come up and dealing with....there are 34 sworn officers in our department, you add the civilian personnel, the auxiliaries, the PI's and that sort of thing and we are up to about 70-75 people that work out of that building. I believe that the Chief feels comfortable in my abilities when he goes away. That has been my experience so far. Mr. Pratt – This kind of leads into this last one here...What if anything if you're appointed Chief of Police tomorrow would you change in that department on day one. Officer Llewellyn – Day one...nothing! If it ain't broke, don't fix it, a wise old man said one time. I would like to see a few changes, nothing major and the Chief and I have discussed some of these. I'm a big fan of the School Resource Officer. I believe the relationship between the schools and the police department has grown tremendously over the last few years. Officer Simpson did an outstand job as School Resource Officer. He brought together the schools and the police department I think. I would like to see that implemented, clearly depending upon funding. It's not easy to do. I'd like to sit with the school department and negotiate possibly the salary for this officer. I believe we have a few key positions in our department that might need to be shaken up a little bit. I hate to see any department within our organization become stagnant because they have been there too long and they are too comfortable. Would I do it immediately....absolutely not. Would I sit down with people and discuss these issues...most definitely. Mr. Pratt – As Police Chief on your first day obviously the position of Deputy Chief would then be vacant...would you feel as though it was necessary to continue with that management structure or go back to two lieutenants and go back to the original management structure and if so (I'm kind of putting you on the spot here) do you see a candidate that you would feel comfortable with as your Deputy Chief? Officer Llewellyn – I'd see two candidates that came before you tonight that would be comfortable as a Deputy Police Chief for the Rockland Police Department, they are both well qualified to be Chief of Police. Assuming that I was made Chief, would I

look to one of those two...absolutely! I would definitely stay with the Deputy Police Chief's structure that the Chief has created. I think it's the progressive way of policing that we're moving towards. What I would also like to see an Administrative Lieutenant position filled...sure. The Chief had the foresight not to eliminate that position but just not fill it. Clearly with funding issues, personnel issues would I like to see it filled...most definitely! But I would absolutely keep the Deputy Chief's position as it is now. Mrs. Parsons – What have you done to prepare yourself to become Chief of Police for the Town of Rockland? What exams have you taken to further your career in the police department? Officer Llewellyn – Examinations...Initial Entrance Exam, Sergeant Examination and I think that's it for official examinations. Obviously as I've said I've taken numerous courses in police sciences. I suppose one could argue that the Bar Exam, Law School Examinations all those sort of things I think have prepared me well to serve the Town of Rockland as Chief of Police. It teaches you to communicate to be able to look at two sides of an issue so I think those exams would be right up there with my civil service examinations if you will. Mrs. Parsons – Have you ever taken the Police Chief's Exam on your own? Officer Llewellyn – No, because as you know, Rockland is not a civil service chief. I have always inspired to be the Chief of Police in Rockland Police Department. I've never wanted to look anywhere else and never even gave it a thought of taking the chief's exam because I want to be a Chief in Rockland. Mrs. Parsons – What do you think the role of the police department is in the community? Officer Llewellyn – First of all clearly is responding to community and vehicular exigencies. When people call we need to be there. We can't give the excuse that we're having a bad day, we have a headache, we had an argument with our spouse or significant other...it's responding to those exigencies number one. Number two and with available resources the community policing philosophy that's been put upon us for a number of years now and in that it would include School Resource Officer, reaching out to the Senior Center, reaching out to any programs that we can afford to fund, if you will. We've had the Cops & Kids program over the years, we've had officers on bicycles, we have officers on motorcycles, they are all great community policing tools; however, they are secondary to our primary function of responding to those exigencies. Mrs. Parsons – What principals do you feel a police officer should possess....examples: honesty, integrity, common sense, loyalty? Officer Llewellyn – I think number one is honesty. That's what the citizens look for they hold police officers to a higher standard. I think common sense is an often overlooked and misunderstood concept. The Rockland Police Department is blessed with officers that have a lot of common sense. Common sense will take you a very long way in dealing with the public at large. Clearly the honesty, number one and I think common sense is right up there. As I said often used more often misunderstood but very difficult to teach. As I said before I think the officers coming to us now are much better educated and trained than ever so we are fortunate. Mrs. Parsons – Which is first? Loyalty to one's fellow police officer or honesty? This is an example: Say you saw or know of a fellow police officer lying on a report what would you do? And I mean you knowingly saw the police officer lying on a report. Officer Llewellyn – That's easy. Honesty is number one. There was a day not all that long ago that there was a level of how do we say "jail house jesters" sort of thing...those days are long gone. Trust, accountability, loyalty, honesty....those are the attributed that police officers must have in this day and age. I've had the opportunity to interview a number of candidates for the Auxiliary Police and those are exactly what I profess to these candidates are .... loyalty, honesty, integrity. If someone is lying on a report and it's absolute, I've seen it; there will be accountability for that. There will be disciplinary action. Again, depending upon the level of dishonesty...was it a mischaracterization if you will of where somebody came from or who threw the first punch, that sort of thing. It needs to be dealt with swiftly and honestly if there is an absolute lie...if they are misinterpreting or mischarging a suspect, again, that rises to a different level all together. Mrs. Parsons – Which policies that were suggested by you were implemented at the Rockland Police Department? Officer Llewellyn – I worked hand-in-hand with Officer Eramo from day one for the Special Response Team for the Rockland Police Department. That wouldn't be where it is today but for Officer Eramo and Chief Donovan allowing that to happen. I

worked hand-in-hand with him a number of times drafting the policies. Something as simple as the stack if you will, the line-up of officers as to how they enter a home, how we handle a hostage negotiation situation versus a barricaded suspect. All of those things have to be spelled out because if there is a potential liability in the Rockland Police Department it's going to come from the actions of the Special Response Team and because of that the policies and procedures for that team are very well defined and I worked very closely with the Chief and Officer Eramo in drafting those. Since that time, as a matter of fact just today, Lieutenant Ashton and I were talking about redrafting the domestic violence policy for the Rockland Police Department. That's going to be coming up very shortly because there is a big push right now on domestic violence and we are having seminars and that sort of thing again through the District Attorney's Office. Finally, I've been working on for some time unfortunately I have not been able to complete yet is a complete redraft, if you will, of the policies and procedures of the officer's manual. I think the last time that it was updated was back in the early to mid 70's. It's just one of those things that gets handed down from generation to generation. It needs to be updated and I've been working on it. We have an intern right now at the station that is going to assist with all the typing and things. But simple things such as the building layout...we are talking about officers at the old 359 Market Street, simple things like that but it takes a lot of time. I'm in the process of that now.

Mrs. Parsons – Can you describe the basic duties of a Police Chief? Officer Llewellyn - That could take a very long time...leadership #1, leading the men and women of the Rockland Police Department and being accountable to the citizens from there the day-to-day functions include managing the budget, watching the overtime, dealing with personnel issues which come up. I'm amazed with my little over a year in my current position how many personnel issues the police department has...as do all police departments. It's as I said a quasi-military organization. Officers are held accountable for their actions. If there is a complaint or if officers do something that is inappropriate they are held to a very high standard. That takes up a lot of administrative time investigating and dealing with these. Drafting policies and procedures and making sure that they are implemented. Something as simple as at Town Meeting we get two cruisers funded. That's a whole process that you have to learn, you have to go through on how to go purchasing two cruisers. There are a lot of things the Chief deals with day in and day out with the public, with the employees, with the budget...it's a multitude of issues and you have to have the ability to juggle.

Mrs. Parsons – I've talked with other Police Chief's and they say that there are three areas of importance to police and its women, children and seniors. How would you rate them or would you rate them? Officer Llewellyn – I wouldn't rate them, that's a very tricky question. There is no correct answer there.

Mrs. Parsons – Actually you gave the correct answer and so did the other candidates, there is no rating of them.

Officer Llewellyn – There is no way to rate them, the children are the future, the elderly have been there and they are owed a certain level of protection and women domestic violence issues...there is no way to answer that question without getting into big trouble and they are all equally important.

Mrs. Parsons – Yes, they say that domestic violence is a huge issue, children are the future, and seniors have their own issues in that they have some unique crimes that are targeted to seniors. They all said that they would not rate them either.

Mrs. Parsons – There is one thing that on your interview that came up and it's about having a relative in the same department. Would you be able to sign off on the warrants? Officer Llewellyn – Yes, we've had issues of officers ... when I was a Selectmen we had issues of signing off, I couldn't sign off on the payroll warrant and that sort of thing. Obviously I sign the weekly warrants when the Chief isn't there and they are sent out. Nepotism for lack of a better word is something that is very common in law enforcement and in the fire field (public safety if you will). For instance, the Fire Chief's brother works in the Fire Department, the Police Chief's brother works at the Police Department. We've had situations for many years in the Rockland Police Department of Officer Everett and his son work together...Officer Everett now works with his brother at the Rockland Police Department, Officer DiRenzo and his father worked at the Rockland Police Department, Officer Somers and his son currently work at the Rockland Police Department, Officer Eramo and his son work at the police department....it's very, very, very

common in public safety (police & fire). In the city of Boston there are hundreds and hundreds of family relationships in the Boston Police Department. I have made a public disclosure of my relationship pursuant to 258A it's in writing on file with the Police Chief. I have absolutely nothing to hide about my relationship. I am insulated by four levels if you will from any disciplinary issues that may arise. She's a patrolman, you first have to deal with a sergeant/supervisor, from a sergeant you then go to a lieutenant if necessary, from there you go to the deputy police chief .... If an issue came to me as I'm sure Chief Donovan if an issue came to him with his brother ... it's very easy for me I would appoint an independent hearings officer. It could be someone like the Town Administrator, it could be a Chief of Police from another town or an attorney so that I would be completely removed from any situation where this might create a problem and further, we've had extensive discussions about this exact issue...fortunately or unfortunately in two weeks from today she's leaving to attend the police academy for six months. When she graduates from the police academy a trained female law enforcement officer is a huge commodity in this day. If she felt that there was undue pressure on her from brother officers/sister officers that sort of thing, we've already discussed that she would look to transferring to a neighboring community because ever since she has been a child her heart has been in being a police officer. She will not let this relationship ruin her career nor will I let it ruin my career. Mrs. Parsons – I have another question, about your ethics disposition. I noticed that the dates weren't the right dates can you explain that? Officer Llewellyn – Absolutely and I would have been happy to at anytime that anyone had asked me as I said that night. Mrs. Parsons – We didn't have your disposition agreement that night. We had no information that night. Officer Llewellyn – Again, anytime I'd be happy to discuss any of these issues no problem at all. I was deposed at the State Ethics Department Building I want to say April or so of (two years ago now) I was called in and as I'm sure anybody can imagine it's a relatively nerve-racking experience to discuss my issues regarding 258A Section 20 my interpretation of that statute and my acceptance of the Deputy Police Chief's job. I went in prepared to discuss those issues. When the deposition started there were questions about my background. They asked when I was appointed to a sergeant's position my answer is and it's on tape "I don't know, 97, 98, 99 somewhere right in there, I'm not sure I wasn't prepared for that question." When did you first become Selectmen? I'm trying to count back in front of an attorney and six other people and I think it was 98, 99 somewhere right in there...if you need those answers I will assure you I will go back and get the dates and call you. Their response was that.. no that was not necessary, that's not the issue that we are here to discuss. That's on tape. When the deposition agreement came out I never paid any attention to it. ....it wasn't the issue on hand. That's how it all came about. Mrs. Parsons – Just so everyone knows, this was asked, questions of the deposition the ethics violation was asked of Mr. Llewellyn on his interview video tape and your relationship at the police department. Those questions were asked by other police chiefs. Officer Llewellyn – Again Mrs. Parsons, I'm happy to answer them, I'm happy to go through the whole scenario again if you'd like so that everyone understand how this all came about. If you'd rather not that's ok too, it's up to you. Mrs. Parsons – That's ok. Officer Llewellyn – Yes or no? I'm sorry. Mrs. Parsons – If you want to go further fine if you don't that's ok. Officer Llewellyn – As you know, the whole issue is about accepting the Deputy Police Chief's position while I was a member of the Board of Selectmen. I won't go through the whole history but in the fall of 04 I believe the position was posted by the Chief of Police. I contacted the Ethics Commission they referred me to Chapter 258A Section 20 and so everybody knows, this is a very important point and bear with me for a moment because the Sesame Street approach works for me. We have a tri-partite system of government; we have three branches to our government; executive branch, legislative branch and judicial branch. The legislative branch of our government drafted 258A Section 20 and in that they said as a Selectmen you are not entitled to an additional position while a member of the Board of Selectmen or for six months thereafter. The Ethics Commission working for the executive branch of government has determined that that means a promotion. There are cases out there where as this has been debated. It is still being debated today. I had the opportunity to take a statute drafted by the

legislative branch, interpreted by the executive branch (the Ethics Commission) and go to the judicial branch...that's what makes this country work that we have the three branches of government. I determined in my own personal best interest and in saving any further embarrassment to the police department and the Town of Rockland to get it over with. I didn't want to fight that fight, I didn't want to see \$10 or \$20,000 in legal fees...that case would still be going on today had I decided to take that fight to the judicial branch of government. Because of that I entered into the disposition agreement and I did listen very carefully to the tape of the night that I came up before the board and I did say and I do say today I do not agree with all the terms in that disposition agreement. It is a negotiated agreement, I signed off on it, I paid my \$2,000 fine and to this day I believe that 258A Section 20 wherein they say you cannot take an additional position does not mean promotion. If the legislative intended that to mean promotion, they should never allow police officers or fire fighters to be members of the Board of Selectmen. That's it in a nutshell and I firmly believe that today Mary. Mrs. Parsons – But you called them ahead of time to ask them that question didn't you? Officer Llewellyn – I called them ahead of time to ask them to point me in the right direction. I'm a law school graduate; I passed the Bar Exam the first time around. I understand the law. I was dealing with an attorney at the Ethics Commission...same education that I have. Their interpretation of the statute is "X", my interpretation was and is today "Y". But as I said, I just wanted to get it over with. Again, there is a movement...a rep up in Lowell I believe who is going to petition the legislative to change that language to tighten that up and be very specific. Mrs. Parsons – Ok, that's all I have. Mr. Valanzola – Well I hate to start in with that but since we are there let's just go on with it and I'll work backwards. Can you cite any recent cases any precedent that upheld that or that found that law was not worded properly? Officer Llewellyn – The only one that I've aware of right now is that there was a case in Middleboro. There was a Middleboro firefighter who was also on the Board of Selectmen ... my understanding is as of about six weeks ago he was going to take that all the way. I spoke to Mr. Uong, sorry if I'm hammering his name ... out of the city of Lowell, he's a city councilor out of the city of Lowell. Again, he's taking that fight all the way to the legislative...is there a case law on point on my side, no there isn't, not at this point. But again, time. Mr. Valanzola – So it's really your interpretation of the statute? Officer Llewellyn – Absolutely and I admit that 100% that it's my interpretation. Mr. Valanzola – I have to admit I've gone through a lot of this so I was very sure on it and it does give an example of a school teacher that may serve as an elected Selectman so long as she does not vote or act in any matter which is in the authority of the school department and she receives only one salary which is what you did when you were on this board. Her original municipal teaching contract may be renewed; however, she's not eligible for promotion to the position of principal, considered a new appointment, while she is a Selectman or for six months after her term as Selectman ends. After a Selectman is elected she may not be appointed to any new municipal position, example: be hired as a teacher during her term as Selectmen or for six months after her term ends. I did contact the Ethics Commission and got clarity and that's why I asked them has there been challenge to this in which that the court and they said no in fact there have been challenges but they have been shot down because they found that the language was tight because originally when I got into this I agreed with you. You came up that night and said additional position and I thought it meant I couldn't become a teacher or fire department or whatever. They said that has been challenged and the SJC has determined that the language in there is ok for the statute because otherwise we would have changed it. The Ethics Commission has been in existence for over thirty years and we wouldn't have a statute on there that wasn't effective so ... Officer Llewellyn – Excuse me for interrupting but I think that's a hugely important point. Ethics Commission does not have the ability to change that statute. They are the third branch of government, the executive branch. The legislative branch is the only group that can change the language in that statute. The Ethics Commission has interpreted that statute and I think to look at the whole picture the intent of that section is all about influence and the wording in there is "substantial influence upon the appointing authority". If any member of this board or any men in this room thinks for one minute that I had a



substantial influence over Chief Donovan then they don't know Chief Donovan very well. He is not someone that is going to be influenced by someone that works for him. I focused on the wording and the additional position, however, the overall intent of the statute focused on substantial influence...that's the language right in there. That is why I'm so convinced that the interpretation is incorrect. Mr. Valanzola – You mentioned before about perhaps police officers or municipal employees shouldn't serve on the board. I don't know if you are aware of the Selectmen's exemption. Officer Llewellyn – Of course I am. Mr. Valanzola – That basically permits a person already holding an appointed and paid municipal position e.g. a teacher again, to run for and hold the additional municipal position of Selectman. However, for those Selectmen who use this exemption several additional restrictions are imposed and they go through the whole thing with the salary and so on but the last line or the last sentence says that finally you may not be appointed to any municipal position other than the one you currently hold including a job promotion while serving as Selectmen and for six months thereafter. I can understand where you disagree with it. The issue I have is the next Chief. If you disagree with a law that's on the books now, are you going to interpret that one way which may not be the way that it should be interpreted ... I mean that's the issue I have. Not everybody agrees that all laws are good laws but we have to follow them. The point I'm making is that you may have disagreed with it and decided not to fight it ... in your words, not to embarrass the Town but that is the law right now and unless you can explain it some other way ... I guess... Office Llewellyn – I think the easiest way for me to attempt to explain it is that the law says you can't speed (you can't go over 35 miles an hour in a 35 mile an hour zone) it's clear...if you drive 37 you are speeding. The law says that you cannot drive with greater than .08 blood alcohol content or you are operating under the influence...crystal clear, black & white lines....Do not cross this line. Please understand, I'm a relatively well educated individual I don't usually interpret statutes or language to favor my position. I worked as a Selectman for seven years for this Town for zero compensation. I put a lot of sweat equity into this Town. I'm dedicated to this Town. I don't go interpreting statutes; the courts are filled every day with people that disagree over interpretations of statutes. Every law book that you see is filled with cases where each side had a legitimate argument; whether it's the executive branch or another branch, they brought their case to court and it was determined by a judge. It goes all the way up to the Supreme Judicial Court of Massachusetts that's when those cases get reported. Believe me; each side thought they had a winning argument to get to the SJC of Massachusetts. Believe me, I understand the criminal laws, I understand civil motor vehicle, I understand civil law. I've tried civil cases and tried many, many, many criminal cases. I know the law very, very well. This was an interpretation of a poorly written vague statute that in my opinion suggested two things: substantial influence and additional position. What did that mean? That's all. Mr. Valanzola – Well, I guess like you said before we can agree to disagree. Going back to the dates you mentioned, you went for a deposition and you were nervous and whatever but you've always...I'll be honest with you, you're very polished, you come prepared, I think you are very intelligent. I'm sorry, I find it hard to believe John that you wouldn't know the year that you were elected to the Board of Selectmen and maybe perhaps not the year you were given your promotion but I certainly would have thought that where you signed this that you would have read it and said jeez guys you know the dates I've checked. Especially when they asked you...they might have said no big deal but I look at this and in the back of it it's signed and it says you know, I John R. Llewellyn have personally read the above disposition agreement I understand that it is a public document and by signing it I will have agreed to all of the term and conditions therein including payment of the \$2,000 State Ethics Commission ... and you signed that back in November. One of the main issues I've had is that it almost appeared that when you contacted them back in September of 2004 and they told you that you couldn't take the position. Whether you agreed with that, you didn't disagree with it you went ahead and took it. I have a question, did you realize that you were still on the hook under the statute (it's a 6 year statute of limitations) and maybe that's why you didn't say after the fact well maybe they'd have the dates right the first time but when this was written up and you signed off on it that you didn't make the corrections which is under section 1 & 2 which address when you were given your

promotion and when you were elected to the Selectmen and I was wondering why you didn't make that correction to the Ethics Commission before you signed off on this? Officer Llewellyn – I invite you to get a copy of the deposition, it was audio taped not video taped. I did, I assure you, tell them that I would get the dates for them if they really needed them...they did not, that was not the intent of what we were there for #1 and #2 and I think more importantly I said on a number of occasions that I do not agree with all the terms in that disposition agreement. I don't agree with the wording in there that says that I knew that I should not have taken that promotion. I understood that I could not take an additional position. We disagreed as to whether or not that meant a promotion. I disagree to this day. That's why I've said and I remain firm in my commitment that I don't agree with all that is written in there and clearly that is one of the main issues...and we negotiated that agreement for months and the main focus of that was, and I'll tell you I lost sight of the other stuff, the language they had in there initially was that I knew that I shouldn't have taken it and I was violating the law ... that is extremely watered down into one sentence that says or a promotion. That was the one point that I couldn't get them to remove it after months of negotiation I agreed to it. They started out at a much higher fine and we negotiated it down to \$2,000.00. Mr. Valanzola – You kind of answered my next question because under item #6 it said Llewellyn understood that section 20 did not permit him to accept an additional position. Officer Llewellyn – That's my language. Mr. Valanzola – Right, but you signed off on it so I guess if I'm the Ethics Commission and you come to me for an opinion and I say no you cannot take that promotion or additional position or whatever you want to call it and then you sign off on this...what am I to think? Well jeez; I just wanted to spare the Town? I've said this before, I don't mind fighting cases that there is a good case to fight but I think this Town all too often has just laid down and let people roll all over them until just recently when we started to fight back a little bit. In this case if you felt that strongly John, I really think you should have fought it and not signed off on this. I really feel strongly about that. Officer Llewellyn – I appreciate your position on that I really do Mr. Valanzola believe me, however, having lived through it personally, professionally...I've grown up in this Town, my parents grew up in this Town, my family is in this Town, my daughter is in this Town....people post pictures of me on the internet about this whole issue...trust me, in my best interest it was time to get it over with. This was a very personal issue after all to me. Mr. Valanzola – I understand that but you still understand where I'm coming from. Officer Llewellyn – I understand and again you can agree to disagree and I've tried to explain myself the best that I can. I'm not always the best at it. Mr. Valanzola – The first time I saw this, even if you couldn't get when you got promoted I could see if you could remember when you got elected or at least remembered that you were on the board when you got promoted to sergeant ... Officer Llewellyn – I honestly did not, I didn't have the dates and I again invite you to get a copy of the deposition. I asked them if they wanted it and I offered to get them the dates...it was not the issue before them. They said no. Mr. Valanzola – Ok, fair enough. Going back to the budget issues, it came up earlier and as you said you'd been on the board before ... how do you see...how can you deal with the budget constraints of the Town and provide services ... how would you be able to work that into your budget having sat on both sides of the table? Officer Llewellyn – Well, again as I've said it's the whole macroeconomics versus the microeconomics. The macroeconomic picture of the Town I understand that. I also understand that at Town Meeting we get \$3.147 million dollars to run the police department and I understand how difficult of a job that has been over the years and how reliant we have been upon state and federal grants to furnish the department to pay for overtime and that sort of thing. As Chief of Police, (*end of disk*) able to know that and to work with the board in helping the Town and helping to provide service to the Town. Mr. Valanzola – As you know, I've always been a proponent of the zero based budgeting concept which has never received any real support from the board. Would you be willing to try and implement that as a way to try to get some more money or try to save some money for the department? Officer Llewellyn – Yes and no...and I think we have talked about this a little bit and I've talked to Eric Hart a little bit. I went online and looked up zero based budgeting and I did print off 60-70 pages of information on zero based budgeting. I've also read articles in police executive magazines and stuff that zero based budgeting works very well in the private

industry. However, it doesn't seem to work well in law enforcement or the public sector only because you can take us down to a zero budget...you can start out with cruiser maintenance, with cruisers, with tires, with personnel, with overtime, with pencils and toner and paper...we can build up that budget, however, I think that you will find quickly that the Rockland Police Department budget won't be \$3.147 million, it will be \$5.something million dollars because we would have to factor in the contingencies, the engine on duty status, the offices that need to be filled, the sick time, the court time, all of those unknowns that come up in the public sector that aren't necessarily...and again I'm not an expert on zero based budgeting, I have read some on it...would I be willing to try it. Sure, if I had a little more training and experience on it, most definitely, but I don't think it's going to work in the police department. My very minuet knowledge of it, that's all. Mr. Valanzola – I appreciate that. Next, what do you see as the biggest challenge for the Rockland Police Department in the future? Officer Llewellyn – I think as I said earlier, maintaining staffing levels #1, without the staff we can't provide a service to the townspeople. Continuing to seek grant money...as I said I went to that executive development seminar put on by the FBI and one of the day long classes we had was on grants, grant management, obtaining grants and was put on by a chief in a small town up in Maine. He goes all over the country putting on this seminar. It's very, very competitive now to obtain law enforcement grants. I think that it's critical that we have somebody trained in it, that we continue to seek those grants and that we continue to build a police department on those grants. Mr. Valanzola – What changes have you seen in the Rockland Police Department from the time you were hired until currently? Officer Llewellyn - #1 would be the quality of police services we provide to the residents of the Town of Rockland. That's been done through the leadership of Chief Donovan...putting on motorcycles, special response teams, bicycles, community officers on foot, walking beats. I think the biggest change is in the education and training of our officers. They are coming to the department with a much better civilian education. The police academy is training our officers much better now. The ability to communicate with the public....there was a time when I first started where the communication was nonexistent. It was because I said it...that's that way it is. Our officers now have the ability to communicate to explain, rationalize to people who are rational with them. I think that has been the biggest change. Computerization, that's all been great stuff but I think the individual officer's interaction with the public has been the greatest change that I've seen. Mr. Valanzola – Kind of in the same vein with that question...how about communication with residents or visitors to Town. As you know recently I've had a couple of calls where residents were concerned that they weren't getting calls back and I had spoken to you about that. Do you see that as something that you need to address? If you are the next Chief that we should be more responsive and how long or how much time do you feel is reasonable amount of time to respond to those issues or concerns of those residents or visitors to our Town may have? Officer Llewellyn – Frankly in my year and a couple of months as Deputy Police Chief I think there are very few residents that I haven't got back to in a timely basis. Even more frankly, I observe how busy Chief Donovan is...do I see him having a lot of time to call back someone who was disgruntled because they got a parking ticket in front of the high school? Probably not! Would he delegate that? Most definitely! I don't see that there has been a big problem to date with communication. I'm very accessible. People come into my office on a daily basis. The media comes in whenever they seem to have time. Whenever I have time I'll return a call or speak to them. I try to make myself available as I can. As Chief would I be as available? Probably not! Would I attempt to return calls to the best of my ability...most definitely. Would I delegate a lot of that...sure most definitely! Mr. Valanzola – As long as somebody gets back, I think a lot of times and you've been on the board and everybody on the board here gets a lot of calls and unfortunately you might not be able to return them in a timely manner. People want to know that they are concerned are valued and the people are going to eventually get back to them. That is very important. Officer Llewellyn – Much like Chief Donovan, I've learned that you need to be there to be effective. I can say that I'm at the police station 55/60 hours per week some week I was there over the weekend. When I was away at my training seminar I came in Friday night and was there a good part of the day on Saturday. I was there about four hours yesterday because we

had a problem...the telephone system went down. I came in and worked with the Metropolitan Telephone Company to get that back up and running. I am available, I live in Town. Most of you have my cell phone number; I'm a pretty accessible guy. I'm at the station 5+ days a week. I don't see that the communication of getting back to people as being a big problem. If you as Chairman of the board come to me as Police Chief and said you need to work on this....I work for the Board of Selectmen if I'm the Chief of Police of course I'm going to follow a directive because again quasi military organization, I'm going to do what my boss's tell me to do. Mr. Valanzola – You mentioned earlier with regard to the Deputy Chief position and it was asked would you restore one of the lieutenants positions, would you fill the Deputy Chief position after let's just assume for a moment that you are appointed as the next Chief. With the budget constraints do you think it would make more sense to fill the Second Lieutenant's position and not fill the Deputy Chief's position and I ask that because there was a recent article and I think it was the Enterprise (I think the city of Taunton is looking at eliminating that position so they can add more men to the street). I feel strongly with the budget constraints that we have I'd rather see more men on the streets then more management. I understand that things are more complex now but what are your feelings on that? Officer Llewellyn – My feelings are very simple on that. The difference in pay between a Lieutenant's salary and a Deputy Police Chief's salary is approximately \$5,600 a year. Lieutenant's are entitled to work overtime if you take that overtime from that \$5,600 a year it's not long before a Lieutenant is making the same or more than the Deputy Police Chief. As a matter of fact many of our officers within our rank and files make more than the Chief of Police. It's just the nature of the beast. They work 40 hours a week and they take time away from their families to work overtime to better themselves and to put bread on their tables. It's a lifestyle choice by these officers. Do I see a savings? Not really. I can assure you that I took a pay cut when I took the Deputy Police Chief's job not only in my overtime and that sort of thing but in closing my law office. It's not a real savings there. You are going to have to have a Chief plus two management officials. I think that having a Deputy Chief training that person, having the confidence in yourself to bring somebody up who you believe to be as good as you or better teaching them your job is critically important. If you don't have self confidence to do that and to be able to turn the department over to that person when you're not there, then shame on you. Maybe you're not in the right position. I think surrounding yourself with good people, I think a Deputy Chief and a Lieutenant, I'd love to see an Administrative Lieutenant also. But, no, I'd like to see the future of policing the way we've moved forward (Hanover has been trying for years to get a Deputy Chief, Abington has done it recently, Whitman has done it. Many of our neighboring police department...Braintree has two Deputy Chiefs.) it's very common this day to have a Deputy Police Chief. Mr. Valanzola – With the budget constraints though would you think it would be more beneficial to put men on the street? Officer Llewellyn – Again, and my point was that it's not a cost savings to have a Deputy...Mr. Llewellyn – Not so much as savings but just to put more men on the street basically. Officer Llewellyn – The only way you're going to do that is through saving money. Mr. Valanzola – Another issue you mentioned is that the police department is a quasi military organization as it came up earlier you have a fiancé that is on the police department. Do you see that as a problem of let's say she goes through the academy and decides to stay within the department? As you know the military usually frowns upon fraternization and you obviously understand why because you've mentioned it several times, I'm sure you understand why. Do you see that as an issue if she does decide to stay on the Rockland Police Force? Officer Llewellyn – No and I thought I made myself pretty clear with that. It's very, very common in public safety sector to have family relationships. As we all know, blood is thicker than water. Is their a problem with Chief Donovan and his brother, Detective Donovan, no....has their ever been a problem, no. Because it's run the way it should be as a quasi military organization there is structure there. There are levels before it would ever get to the Chief. As Chief we have the ability to hand it off to a hearings officer. No, it's a non-issue and again it's very, very common in public safety to have relationships. Mr. Valanzola – I can understand relationships if it's a sibling or something but if it's a potential husband or a wife and you're going home at night whereas hopefully you know the Chief's brothers are not going home to their wife their

going their separate ways. Do you see that as a difference between having a spouse that may be on the department or a sibling? Officer Llewellyn – Other than sleeping with that person, no. I truly don't and as I said, I'm not going to jeopardize my career. She has wanted to be a police officer since she was a child...no me, she has. There are a lot of people who are that way. She has finally made it to the law enforcement profession, she's going to the academy, she's on. She is not going to give up that profession because of our relationship. She will be a very marketable commodity once she graduates the police academy. There are many surrounding towns that would take her in a heartbeat. If she felt it was a problem, if I felt it was a problem...we have discussed this at lengths and no I absolutely do not see this as an issue for her career or mine. Mr. Valanzola – Ok, fair enough and basically the last one, I don't think I've asked this yet...what is the toughest thing that you've ever had to do as a member of the police department? Officer Llewellyn – I'd love to say running into a room as a swat team officer and tacking a guy with a gun that is pointed at me but that was something that I was well trained for and something that I reacted to instinctively because of my training. Clearly the most difficult thing I've had to do as a police officer is to make the decision whether or not to take the Deputy Police Chief's job for all of the previously stated issues and a huge financial problem. I lost a large sum of money by taking this position. More than I would like to get into and elaborate on. The balancing act of knowing that the Ethics Commission had disagreed with me and the financial constraints if you will that it was going to put on my personal lifestyle. I think making that decision to take it/making that decision was the most difficult ...in hindsight it was the right decision and I stand by my decision. Mr. Valanzola – One last question. Do you feel that police officers should be held to a higher standard than the general public? Officer Llewellyn – I think I've already said that, yes, without a doubt. If you can't trust your police officers, you can't trust the lead law enforcement agent for that department then you lose the public trust the public confidence, they are not going to have any respect for the officers on the street it's going to be the beginning of public disorder and chaos. Absolutely they are held to a higher standard. Mr. Valanzola – One final question. This came up in the Chief's interview...what action would you take against an officer if you knew he lied on a court slip. Let's say he was in court for 3-4 hours and he put 6 hours on the slip. What action would you take? Officer Llewellyn – I'd love to say the touchy feely answer is that you'd counsel him and bring him in and talk to him and that sort of thing. In reality, there is a Mass Supreme Court case directly on point. That officer is damaged goods and must be terminated. The court case discusses the fact that if they have disciplinary action in their file for dishonesty...any action that would impeach their credibility at court, every single court case that they are involved in you are obligated to provide that to the defense attorney. What good could a police officer be for the Town of Rockland if he's there to testify that this person beat that person, raped that person, was driving drunk if their credibility and honesty has already been damaged? So, unfortunately, they are damaged goods and they have to go. Mr. Valanzola – And that leads to the next questions because the Chief's kind of asked it in conjunction. If you knew a police officer while a vehicle was being towed stole personal property out of that vehicle and it was videotaped so you knew that he actually did it and he lied about it...what action would you take? Office Llewellyn – Unfortunately, it's the same end result. Their credibility has been impeached. They are held to a higher standard and, therefore, unfortunately they have made the decision to throw their career away. It's not my fault, it's not their supervisor's fault, they made the decision to throw their career away when they stole. Mr. Valanzola – That's good. Thank you. Mr. Chaffee – Thank you for coming tonight, your resume was very impressive, your history, your job performances, your transfers & promotions and the courses you've studied are very very impressive. Officer Llewellyn – Thank you. Mr. Chaffee – My first question would be why do you leave the safety of being Deputy Chief and apply for and hope to get the position of Chief of the Rockland Police Department? Officer Llewellyn – I guess I have to avoid chuckling a bit because I have no safety as Deputy Police Chief. I'm a non-union, non-civil service employee. I do not have a contract yet as the Deputy Chief's position. I have no security in my current position other than my job performance. Why do I want to be Police Chief...because since day one that I came on the Rockland Police Department I've aspired to become Chief of the Rockland Police Department. I've worked, again,

my entire adult life learning how to become a leader and how to better myself and hopefully how to instill among the men and women of the Rockland Police Department that they can trust me to lead them in the right direction as Chief Donovan has done. Mr. Chaffee – As a member of the Selectmen for 18 years I've seen all sorts of police departments. I basically put them into two categories; they are either reactive or proactive. The Rockland Police Department has worked very hard to become a very proactive department. They try to stop things before they happen; they try to train to provide police officers with the ability to prevent things from happening instead of reacting once they do. What would you do as Chief to make sure that Rockland remains a proactive police department? Officer Llewellyn – I would continue to seek grant funding. I think that's one of the ways that we have been able to do that. The Chief has brought in millions of dollars in federal and state grants to allow us to have motorcycles, special response teams, bicycles, walking beats, interaction with the school department....as I've said before it's important that we continue to find those alternate sources of funding. As we all know too well, Rockland is heavily dependent upon local aid. When we took a 1.5 million dollar cut a number of years ago when I was on the Board of Selectmen the department heads got together and we sat down and we brainstormed. The Police Department had to cut \$133,000. We were able to maintain a special response team and maintain these other training programs because the Chief has been able to find these alternate sources of funding. It's most important that we continue to do that, that we continue to be progressive and that we continue to fund the stuff that we have. Many neighboring departments look at us in amazement at what we have and what we've been able to do with the funds that we have. I think that's critically important. Mr. Chaffee – This question will roll off your last answer...I've got good news for you, you've been appointed Police Chief and on Thursday and the Town Administrator calls you and you have to cut \$50,000 from your budget instead of \$125,000...where would you look for the cuts and trust me I will not try to do to you what the Chief's did to you trying to get you to narrow that funnel down. Officer Llewellyn – As I've said before and having the unique opportunity to work with the Chief so far, I know what we have \$154,000 in funds that we use to manage the building, the cruisers and that sort of thing. I know that \$2.9 million dollars is for salaries and overtime and that sort of thing. First thing I'm going to look at is cutting any unnecessary overtime. Before I do that, I'm going to look and see if we got anything at Town Meeting...an article that can be cut. If we got a \$ 30,000 cruiser and we have to cut \$50,000, then I'm going to say goodbye to that cruiser. Now I only have to worry about \$20,000. If we got motorcycles and that sort of thing, I'm going to look to articles that were put in for Town Meeting and cut those first. From there I'm going to look at overtime. Next I'm going to look at court time (it's very expensive for a police department to send police officers to court) as we already discussed it's a four hour minimum at their overtime rate. I'm going to cut in all those areas. I'm going to put two officers in a cruiser which we've done. I had to work with the Chief on this the past year. We've doubled up cruisers and cut down patrol times, we put people in the walking beats. We've had to cut because of the gas consumption...we have \$48,000 to run the cruisers for the year...that's it. Gas may go up from \$1.70 to \$2.60 a gallon and we still only have \$48,000 to run those cruisers. We have to find ways to do that, I've been doing that over the last year plus and I think I will continue to do that. \$50,000 that would hurt but we'd have to find a way. We wouldn't lay anybody off. Mr. Chaffee – In my time as Selectman I think the Police Chief must have five qualities: respect of his men, respect of the community, budgeting expertise, negotiation expertise and public relations. Know that those are the five things how do you best fill the qualifications for us to make you the Chief of Police? Officer Llewellyn – First of all I think the respect issue, I believe I have the respect of the men and women of the Rockland Police Department. I am a leader who will do as I say not as I do, I don't believe in that. I will have done what I'm asking each and every officer in that department to do. As a sergeant I lead by example on my shifts. I was out making as many arrests, as many traffic stops as any other officer that I asked to do the exact same thing. My budgeting experience, I think I've already discussed that. I'm very familiar with the Rockland Police Department budget. And, unfortunately, I've had to deal with the media quite a bit in my short tenure as Deputy Police Chief mostly for very sad and tragic issues. I don't have a problem

stepping in front of the news media from Channel 4 – Channel 7; I don't have a problem sitting down with the Patriot Ledger reporter or the Rockland Mariner reporter and discuss issues that have gone on over the weekend. As I've said, I try to make myself very accessible. I think occasionally the reporters will complain that they can't always catch me when I said I'd be somewhere. I try my best because I feel it's very important for the Police Department to maintain a relationship with the media and to maintain a positive relationship. Again, one of the classes two weeks ago at the FBI School was media relations. It's critically important. I think I touched on most of your issues. Mr. Chaffee – The last thing I have is that we're very fortunate to have three candidates who are quite young for the position. We were very fortunate that Chief Donovan served for 17 years. Where do you see yourself in the Rockland Police Department over the next 10–15 or so years? Officer Llewellyn – I see myself challenged to continue what Chief Donovan has done. I don't profess to be a Chief Donovan by any means. He's taken this department from an old station with a lot of old school philosophies and old school attitudes to a very progressive, well disciplined maintained machine that we are today. It's often said when you graduate from Officer Candidate School that there are two types of companies that you can go to. A company that's in great shape or you can go to a company that's in disarray. They try to drill into your head to go a company that's in disarray because you can only make it better. If you go to a company like the Rockland Police Department that's in great shape and moving in the right direction, you can do only one of two things. Continuing it in that direction or mess it up. I'm committed to continuing it in that direction. I believe as I've said I've trained myself for most of my adult life to take on this position to continue it. I'm not going anywhere. I've given up a law practice, a very lucrative law career. I'm committed to being a police officer with the Town of Rockland as you know I gave seven years of my life, blood sweat & tears, to this Board of Selectmen because I'm committed to this Town. I'm not going anywhere. Mr. Valanzola – I have one quick follow-up question if I may. Officer Llewellyn – Of course you can, you're the boss. Mr. Valanzola – When someone does court time it's a minimum of four hours? Officer Llewellyn – Yes. Mr. Valanzola – Has anyone done a time study to see actually on the average how much time is spent in court? I know it's in the contract but you talk about saving but has anyone ever looked at it and said well jeez on the average they are there one hour/two hours, four hours or six? Officer Llewellyn – Well, clearly I don't want to get into collective bargaining issues and have the union knocking on my door tomorrow morning. I can only speak from my personal experience. By the time you go to the police station in the morning and get your paperwork, your reports, your slips and go to court ... it's a half hour ride to Hingham Court. You wait for the list to be called, you wait for a second call to be done...it's my experience 3 ½ to 4 hours almost to a tee. That's where the four minimum came from (round trip, time down there). As an attorney I know that things don't get done on first call, if you're familiar with the court system it's always the second call and then they make you wait. The District Attorneys are very specific ... you wait until second call, you're either going forward to trial or you're dismissed. That never happens until close to noontime. Mr. Valanzola – Ok, I was just curious. Anybody else have anything? Would you like to make a statement? Officer Llewellyn – Again, I want to thank the board for the opportunity to be here. I thank everybody whose had input in bringing this process. I thank the board for keeping it in-house in Rockland. I think any one of the three of us would do an outstanding job as Chief of Police for the Rockland Police Department. I hope that you recognize that fact and I hope that you are comfortable in your decision within the Rockland Police Department. With that said, I'm prepared. I'm ready, willing and able to take over the reigns from Chief Donovan. I've worked very well with him for the past fourteen months/fifteen months. There is a lot that he hasn't taught me. I can assure you that I thought I was ready a year and a half ago to be Police Chief of some police department, I wasn't. Am I ready today, No! Will I work very well with him and very closely with him until the day he walks out the door. Most definitely! I welcome the opportunity; I also hope that you consider my explanation for the two major issues that have come up throughout my entire adult life and my personal career: the Ethics Commission issue which today I stand very firm on that my interpretation is correct be as it may and my relationship with an officer within the police department. I hope that you have

accepted those answers and understand those. Again, we can agree and we can agree to disagree. I ask for each of your votes in becoming the next Police Chief for the Town of Rockland and I assure you that if you do give me that opportunity that I won't let you down. Thank you.

Mr. Valanzola – Is there anymore discussion with the board? Does anyone want to make any comments?

Mr. Pratt – It's a tough choice we have three excellent candidates. I really don't know where to go with this you really have three excellent qualified candidates. I think the Town of Rockland would be well served by any one of them. Mrs. Parsons – I would like to say something in closing because I did talk to other Police Chiefs in the community and they gave me a well rounded idea of what they think a Police Chief should be and number one was: What are the candidates main principles, do they have high moral, ethical standards, values. What are his/her moral barometers - honesty, integrity, moral intellect? Do you want this person representing you? Is he/she articulate – express themselves in a clear and concise manner? Is he/she organized? You will see that in their presentation. Being nervous is okay being interviewed by us. Is he/she reliable? Is he/she a leader, a manager? They need to know the difference between the two. Leaders deal with the people, employees, sets policy and a manager takes care of the day-to-day operations. Hopefully he/she is in it for the long term. Hopefully he/she has confidence and can give you a run for your money - meaning that they can stand up to us when they need to. What do you see for the future of the department? Who do you see in leadership roles etc., lieutenants, sergeants? Police Chiefs need to plan the future of the department – his successors. Are you instituting policies that bring future leaders forward? Can he/she articulate the basic duties of a Police Chief? There are general rules. Police Chief qualifications – part of management level for at least 8-10 years, Deputy Police Chief, Lieutenant, so on and so forth. What are your expectations of a Police Chief? The individual should anticipate what the expectations should be. Have some skills with labor unions. What kind of leader will this person be – authoritarian (meaning cracking the whip), or laissez-faire (laid back or charismatic). You don't want someone who is too charismatic, you want a person who is (to use a certain captain's words: fair, firm friendly & honest). Is this some one who will encourage their people to take risks or be supportive of their people? What would you encourage your people to do? They also said that when you take your masters for criminal justice you are required to take two classes in ethics, these classes talk about moral ethics, lying, cheating, dishonesty, etc. It's not necessary to have a degree in criminal justice a business degree is just as good. Someone who fixes a ticket for someone, meaning a police officer that fixes a ticket as they see it that is not someone you want in your department. It hurts the credibility of the police department as does lying, cheating and stealing. Others had said that the Police Chief should possess excellent administrative skills, good with budgets, unions, with the public, press, law enforcement handled by the deputy's and lieutenants. The Chief is a figurehead; he doesn't need to handle all the work. He delegates the work. As a person the Chief should be fair, firm, friendly and honest – can't be friends with everyone. Has to perform a function, has to take the bull by the horns, has to be able to suspend somebody when necessary, has to be consistent (can't handle one person one way and another person another way), has to be articulate, expect men to follow the rules and regulations, accountable, day-to-day operations run by commanders, don't micromanage have street sergeants, patrolmen, internal affairs personnel, make policy, have rules and regulations, be open to suggestions to a point, ultimately the Chief makes any final decisions, bring the union on board...these are what I got from responses from different Chiefs and I think they are kind of good points. Mr. Valanzola – They are excellent points. Mrs. Parsons – It was quite a list. It was quite interesting. Mr. Chaffee- We had three great applicants. It's nice to know in the Town of Rockland we voted to keep the search in the Town of Rockland and I think we were proven justified in that decision. Three outstanding applicants any one of the three could be a Chief candidate for the future. Mrs. O'Brien-McKinnon – I have to agree, there were three outstanding candidates. I think it's always a great thing to leave it within your department because it gives everyone else incentive too and shows that the Town's behind that specific department. I commend them all I think it's very hard and difficult to sit here and be interviewed and to go through the process they



have already been through. Mr. Valanzola – I would like to thank the Police Chief's (Chief Paul Frazier from the Braintree Police Department, Chief Robert Galvin from the Norwell Police Department and Chief Mary Lyons from the Mattapoisett Police Department). I think they did a great job. They didn't ask too many soft questions. They got into some difficult questions and they did give us an assessment and I'll just go through it real quick. Mr. Jackson they didn't feel was qualified at this point in time. They thought Lieutenant Ashton, as I mentioned before about meeting the challenge of being the next Chief and being more comfortable with the #2 or #3 guy. They did rate Mr. Llewellyn at the top in their assessment. I think people should know that out there. Again, I thank them for their time and their troubles to do this for us. What's the pleasure of the board?

Mrs. Parsons – I'd like to make a motion to appoint Barry Ashton as our next Police Chief. I think that in his interview and his interview tonight clarified some points on those issues of staying second in command and he didn't take the Deputy Police job.

**Motion: Mrs. Parsons – to appoint Barry Ashton our next Police Chief at 12:01 on the day after the Police Chief's resignation complete**

Mr. Valanzola – Unfortunately I was told before we can do that we would have to make a motion to accept Chief Donovan's retirement. We haven't done that yet and that motion would have to specify a date because we can't make an appointment to a position that is not yet vacant. So, I don't know if we want to go ahead and do that? The Chief made a verbal retirement. Chief Donovan – Who did you get that information from? Mr. Valanzola – Our attorney. Chief Donovan – Well, I beg to differ with you. I think he's wrong. I've seen it done a ton of times. Mr. Valanzola – That's fine. I'm just throwing it out; I didn't want to get caught by surprise next week. Chief Donovan – I haven't been to the retirement board yet but it will probably be around the 1<sup>st</sup> of August. I can't give you a specific date because I haven't talked to them. It is my understand that you can make an appointment based on my retirement date even though its not specified...upon my date of retirement and you don't have to be specific at that point. You can make an appointment contingency on the date that I give you whether that be next week or next month. Mrs. Parsons – What did our attorney say? Mr. Valanzola – Basically this needs to be done before a vote is taken because you can't appoint without a vacancy to the position. You can't have two chiefs. Chief Donovan – You're not having two chiefs. Mr. Valanzola – Well that's what she told me. I just wanted to make sure when we did this....Chief Donovan – You have that in writing? Mr. Valanzola & Mrs. Parsons – We'll get it in writing. Chief Donovan – Alright I'll give you a date right now...August 1<sup>st</sup>. Mr. Valanzola – Ok. Mr. Chaffee – The motion wasn't seconded, based on the Assessment Panel's recommendation...Mr. Valanzola – Hold on, hold on...I think the first one ... can you withdraw that? Mrs. Parsons – No, I'm making a motion to appoint Barry Ashton as the next Rockland Police Chief as of 12:01 on August 2<sup>nd</sup>.

**Motion: Mrs. Parsons to appoint Barry Ashton as Police Chief as of 12:01AM, August 2<sup>nd</sup>**

Mr. Valanzola – I'd like to step down as Chairman for the purposes of seconding that motion so we can take it to a vote.

**Second: Mr. Valanzola**

Mr. Chaffee – I have a motion and a second to appoint Barry Ashton as the next Chief of Police Department all those in favor?

**Vote: 2-3 Mrs. Parsons & Mr. Valanzola in favor; Mr. Chaffee, Mrs. O'Brien-McKinnon & Mr. Pratt opposed.**

Mr. Chaffee returned gavel to Mr. Valanzola. Mr. Chaffee-Based on the recommendation of the Assessment Panel, combined with the interview that we saw on the DVD's, the interview that the Town saw here tonight and that fact of all the requirements that I mentioned during my course of the question about the five requirements I think Deputy Chief Llewellyn definitely demonstrated his ability to handle situations under fire with the questions about the Ethics Commission tonight and about the situation with his relationship on the police department he showed his ability to handle the position with dignity and to represent the Town well.

**Motion: Mr. Chaffee to appoint John Llewellyn the next Chief of Police**

**Second: Mr. Pratt**

**Vote: 3-2 Mr. Chaffee, Mrs. O'Brien-McKinnon & Mr. Pratt in favor; Mr. Valanzola & Mrs. Parsons opposed**

**Motion: Mr. Chaffee to adjourn @11:10PM**

**Second: Mr. Pratt**

**Vote: 5-0 Mr. Chaffee-yes, Mrs. Parsons-yes, Mr. Pratt-yes, Mrs. O'Brien-McKinnon-yes and Mr. Valanzola-yes**

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LOUIS U. VALANZOLA  
VICE-CHAIRMAN

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BRADLEY A. PLANTE  
TOWN ADMINISTRATOR